



Professional Development Meeting

April PDM: Joint PDM with Tucson Chapter and Golf Outing

Saturday, April 8, 2006
Mission Royale
11 Mission Royale South #1
Casa Grande, AZ 85222

Agenda

Golfer Registration Begins: 7:00 a.m.
Golf Begins: 8:00 a.m.
Non-Golfer Registration
Begins: 11:30 a.m.
Lunch Begins: 12:00 noon
Presentation to follow: 1:00 p.m. (appr)

Cost

\$50 - Pre-Registered Members
\$50 - Pre-Registered Students
\$50 - Non-members
\$50 - Walk-ins or Late Reg (space availability only)
\$10 - Presentation only

**** **APICS Policy** ****
No Shows will be Billed

Register online at:
<http://www.apicsphoenix.org>

For your convenience,
APICS accepts:



~ President's Message

A little over five years ago I attended my first APICS meeting in Phoenix after an extended absence of twelve years from the Chicago Chapter. As circumstances presented themselves, I was offered an opportunity to join the board of directors mainly because I wished to help make the chapter a better organization for its members.



Dave Krause, CPIM
President

Over these past five years I have seen that the Phoenix Chapter continues to be one of the stronger chapters in the Region 7, which by the way is one of the stronger regions in the nation in my biased opinion. What it takes to continue to be strong and viable are volunteers to bring in new ideas. That is why I am asking now for all of our members to think about what they could bring to the table for the next year board of directors.

Mr. Bob Woitaszewski will be assuming the responsibility of coordinating next year's team as President. One position we are trying to fill is his current position as Executive VP or President Elect. Several of our board members are pursuing further education which limits their time to devote to the chapter. We all have to place priorities on our responsibilities to our jobs and families. Several other members are now on the region staff which has its own responsibilities.

If you have the desire to wish to serve on the board, we are accepting applications for any position which you have an interest. As an incentive, all new board members are sent to the Leadership Development Conference which will be held this year in Las Vegas in July. Attend one of our board meetings see the behind the scenes of what it takes to put on

(Continued on page 5)

Inside this issue:

| | |
|---------------------|----|
| President's Message | 1 |
| Chapter News | 2 |
| Programs in Motion | 4 |
| Membership Matters | 5 |
| Education Corner | 10 |

Phoenix Chapter Officers

President

Dave Krause, CPIM
President@apicsphoenix.org

Executive VP

Bob Woitaszewski
ExecVP@apicsphoenix.org

VP Education

Jack Wetzel, CPIM
Education@apicsphoenix.org

VP Membership

Lori Shields
Membership@apicsphoenix.org

VP Marketing

Joyce West, CPIM
Marketing@apicsphoenix.org

VP Programs

Sonia Reid, CPIM
Programs@apicsphoenix.org

VP Finance

Pat McFarland
Finance@apicsphoenix.org

VP Administration

Dave Johnson, CPIM
Administration@apicsphoenix.org

Past President

Jack Wetzel, CPIM
Education@apicsphoenix.org

Chapter Office:

APICS Phoenix Chapter #58
P.O. Box 66835
Phoenix, AZ 85082-6835
Phone: 480.813.2154
Fax: 480.813.2154
Email: info@apicsphoenix.org
Website: www.apicsphoenix.org

Chapter News

~ Chapter Seeking Equipment Donations

The Chapter is seeking donations of unneeded laptop computers and projectors from companies to assist us in delivering our educational courses. The laptops must have at least Windows 98, PowerPoint, and a monitor-out port. The projectors must be able to attach to a computer and display.

So, if you have obsolete equipment lying around that is no longer in use please consider donating it to our Chapter. We are a 501C non-profit organization, so your donations are tax-deductible.

For further information please contact Jack Wetzel, VP Education at 623-877-2773 or at education@apicsphoenix.org.

Upcoming Events

(Schedule subject to change)

March

- 2 Early Registration - Execution & Control of Operations
- 7 Fundamentals of Material & Operations Management Course begins
- 9 PDM—Senior Manager Night
- 13 Execution & Control of Operations CPIM Review Course begins
- 20 BOD Meeting

April

- 8 Chapter PDM
- 17 BOD Meeting
- 17 Early Registration - Strategic Management of Resources

May

- 1 Strategic Management of Resources Course starts (ends 5/31/06)
- 11 Chapter PDM
- 15 Chapter BOD Meeting
- 22 Early Registration - Basics of Supply Chain Management

**Early PDM Registration Deadlines:
See website for monthly schedules!**

~ APICS Phoenix Chapter #58 Vision & Mission Statement ~

"Success Through Lifelong Learning"

Society Mission Statement:

"APICS will continue to set the standard as a recognized global leader and premier provider of resource management, education, and information for individuals and organizations."

Chapter Vision Statement:

"The Phoenix Chapter of APICS will be recognized as the foremost professional provider of knowledge and education for resource management within the Chapter's area of influence by both its internal (members) and external (manufacturing and service industry) customers by enhancing their life long learning options."

Chapter Mission Statement:

- *Provide a forum for individuals to achieve professionalism in the integrated resource management field.*
- *Provide vehicles to increase awareness of the national and local capabilities of APICS as a global educational leader across the Phoenix Chapter's area of influence.*
- *Provide synergistic support for the Phoenix APICS Chapter's vision by creating alliances between the Chapter and community leadership and other professional organizations.*
- *Ensure that Chapter member volunteers are recognized, appreciated, and rewarded for efforts in support of meeting Chapter objectives.*

For more information on APICS, visit the following websites:

Phoenix Chapter: www.apicsphoenix.org

Tucson Chapter: www.apics-tucson.org

Region VII: www.apics7.org

Society: www.apics.org

Phoenix Chapter Directors

Director, Marketing:

Webmaster: Joyce Boucher, CPIM, C.P.M.
480.813.2148 (h)

Director, Administration:

Passport: Gary Scullion, CPIM
623.907.5309 (w)

Director, Education:

**Academic Liaison—DeVry: Gordon
Loucks, CFPIIM, CIRM,**
gloucks@phx.devry.edu

**Academic Liaison ASU—VACANT
ASU - ISM/CLM Student Chapter Liaison**
(note: not a Director position):
Bostomi Suarnam

Director, Membership

Director, Company Coordinators:

Robert Lundeen, 602.313.6041 (w)

Director, Membership and Admin.:

Luke Laliberte

Open Volunteer Opportunities:

PDM Registration Table—2 hours/month
Membership Renewal Letters—2 hours/mo.
PDM Photographer—1 hour per month

If you are interested in an Open Volunteer Opportunity, please fill out a PDM Evaluation Form (requires attendance at PDM).

To obtain information or volunteer for a Director or Company Coordinator position, sign up on the Chapter website at:

<http://www.apicsphoenix.org/volunteer.html>
(RESOURCES tab on home page)



Programs in Motion



~ April PDM: Joint PDM with Tucson Chapter and Golf Outing

Overview

- A. Explanation of Overall Process Improvement
- B. Role of measurement in this process
- C. Example using the "Golf Process" and goal (par)
- D. Discuss actual distribution of scores to par

Speaker:

Mr. Finefrock has more than 30 years of executive and management experience in process improvement and ERP software development consulting. He has worked with high-profile companies such as General Electric, Burroughs, Allied Signal, Chrysler, Burr Brown, Symix/Frontstep, IFS, and Rockwell International. He also lists as one of his achievements helping to found the Tucson APICS Chapter, as well as being CPIM-certified.

Mr. Finefrock holds a Bachelor of Science degree in Business Administration with a concentration in Production and Operations Management from the University of Arizona. He also is a graduate of the University of Arizona Graduate School of Management's Arizona Executive Program, as well as Chrysler's Executive and Quality Colleges and General Electric's Management Development Institute. Currently, Mr. Finefrock is the Chief Contracts and Procurement Manager for Pima county.

To register for this event, or to find additional information, please refer to Phoenix Chapter website at www.apicsphoenix.org.


PDM Pricing:

\$50 - Pre-Registered Members
 \$50 - Pre-Registered Students with ID
 \$50 - Non-members
 \$50 - Walk-ins or Late Registrations
 \$10 - Presentation Only

Register online at:
www.apicsphoenix.org

Mar 2006 PDM Attendee Evaluation
"Senior Management Night"

- ◆ Chapter Information: Good
- ◆ Presentation Topic: Good
- ◆ Speaker: Good
- ◆ Facilities: Good
- ◆ Dinner: Good
- ◆ Location: Good
- ◆ Overall: Good



Upcoming Programs

| <i>Month</i> | <i>Topic</i> |
|--------------|---|
| Apr | Golf Outing and Joint Meeting with Tucson Chapter: Measurement: Use It to Drive Process Improvement: Terry Frinefrock |
| May | Strategies for Building Stress Resilience with speaker Marie Dalloway |
| June | Decisions, Decisions...Emotions with speaker Ernie Scarbrough |
| July | Based Modeling And Game Theory As A Strategic Management Tool with speaker Doug Zogby |

~ May PDM: Strategies For Building Stress Resilience

Overview

Marie Dalloway is a founding member and CEO of Performance Media. Performance Media helps companies in transition operate more efficiently by using strategies that increase performance and productivity. Performance Media specializes in providing stress management services, products, and solutions for organizations and agencies in Arizona.

Marie Dalloway has a Ph.D. degree in psychology from the University of Massachusetts. She has done presentations for major companies, such as Honeywell and Merck, as well as for top-level athletes. In addition to numerous articles, she has written training videos, CD-ROMS, online training programs, plus a number of books and training manuals on topics related to peak performance and stress management.

PDM Pricing:
\$20 - Pre-Registered Members
\$10 - Pre-Registered Students with ID
\$30 - Non-members
\$30 - Walk-ins or Late Registrations

Register online at:
www.apicsphoenix.org

Speaker

Nearly half of employees in the workforce experience stress-related symptoms and some form of burnout. Also, job stress causes an estimated 40% of employee turnover. Stress Management training positively affects both sides of the balance sheet. Reduction in job stress produces the benefit of improved retention of employees, thereby lowering costs to the company of hiring and training. Reduction in stress also reduces absenteeism and medical claims. In addition, less-stressed employees are more productive. Increased productivity and improved performance directly impact revenue.

Location:
DoubleTree Hotel
320 N. 44th Street
(44th St. and Van Buren)
Phoenix, AZ 85008-6573
(602) 225-0500 *directions only*

Refer to the website at www.apicsphoenix.org for more information or to register

Employees can develop solutions to stressful situations by modeling those who are stress resilient. This process of modeling involves examining and adopting the characteristics of stress hardy individuals. By learning certain competencies, such as social network building and time management, employees can acquire the characteristics of stress thrivers.



(Continued from page 1)

programs, education classes, advertise, market control a budget, bring in new members and retain old members - in other words, keep the wheels turning.

Please contact me via my Email president@apicsphoenix.org or see me at Senior Management Night or at the Second Annual Joint Meeting with the Tucson Chapter in Casa Grande in April.

Membership Matters

~ How to be a Volunteer!



Lori Shields, CPIM
VP Membership

Note: This article was written by Charlene Gerke Vig, CPIM, of the APICS Chicago Chapter.

At first blush, you would probably say that you already know how to be a volunteer—simply raise your hand! Indeed, that is an important first step. Nevertheless, for your volunteer experience to be beneficial and long term, I'd like to offer a few guidelines. Long-term volunteers of three years or more gain the benefits of building a professional network, provide more insight to the organization, and are better at working to assimilate the newer volunteers.

I've constructed my list of five being-a-volunteer-guidelines based on many years of volunteering, including eight years on the APICS Board of Directors. I work with some great long-term volunteers and I've seen superb volunteers come and go. Some of those—the ones who know how to be volunteers—may have left and come back when things are right. The ones who are not as good at being volunteers have left our group in a lurch on projects they dropped, left us feeling bad because of their tarnished outlook and words as they dropped out, or simply left us scratching our heads wondering what we might have done better to retain their talents. If you think about these guidelines as you volunteer, I assure you that you will become one of the "good ones" and you will have a more satisfactory volunteer experience.

1. Start small. You may have volunteered initially for many reasons. Perhaps, one of those reasons was that you got excited about some part of the organization, say the idea of APICS holding PDMs at your favorite local restaurant. Before you let your excitement get the best of you, you should consider volunteering for a single event, to

(Continued on page 13)



Welcome New Members!

The APICS Board of Directors would like to welcome the following new or returning members (as of 12/31/05):

- Christin Burek
- Charles Emrhein, RAMCOR Services Group
- Mariah Nguyen

New/returning member applications are available online at www.apics.org

Chapter Membership Breakdown

As of February 28, 2005

- | | |
|----------------------------------|--|
| <i>Current Membership Total:</i> | 402 |
| • Professional Members: | 346 |
| • Corporate Voting Members: | 45 |
| | <i>Corporate Associates (not included in total): 166</i> |
| • Retired Members: | 1 |
| • Student Associate Members: | 11 |

APICS Phoenix Chapter #58 2005-2006 Member of the Year Award

The APICS Phoenix Chapter #58 has established a program to recognize the outstanding member of the year within the local chapter. This award is presented annually to a member whose accomplishments have been acknowledged as superior. The Board of Directors or any Phoenix Chapter #58 member, in good standing, may nominate any current member, in good standing, who meets the qualifications listed below:

Has made worthwhile contributions to help improve the local chapter educational programs through: attending or assisting with educational offerings; promoting educational offerings to students at local universities or educational institutions, or other forms of involvement that support educational programs.

Has promoted membership through: attendance at the local monthly meetings; conducting a membership campaign within his/her company; promoting/encouraging student membership at local universities or educational institutions; or other forms of involvement that support membership programs.

Has made an outstanding contribution to the Phoenix Chapter #58 to enable the Chapter to better meet its chapter management goals of:

- Understand and respond to the needs of our market and, specifically, the management requirements of our target market.
- Provide a means for our membership to meet their goals and objectives by adding value to their individual skills, talents, knowledge, and abilities.
- Develop responsive delivery systems in programs, education, and all Chapter activities which reflect the Total Quality Management (TQM)/ Total Customer Satisfaction (TCS) philosophy necessary to add value to everything we do.
- Create and maintain a Chapter management structure to support and attain the Chapter vision and mission as reflected in annual achievement of Passport Gold/Platinum status.
- Create alliances with professional organizations to enhance and expand awareness of APICS in general and, specifically the Phoenix Chapter, beyond materials practitioners.
- Ensure that Chapter member volunteers are recognized and rewarded for their contributions to the Chapter's success in a positive, systematic, publicized manner.

**Applications due:
April 15, 2006**

Nominating Procedure: The attached nomination form must be completed to be considered. Nominations will be accepted by mail at: P.O. Box 66835, Phoenix, AZ 85282 or fax at 480-813-2154. **Nominations must be received no later than April 15, 2006.**

The Award: The selected Member of the Year will be formally recognized at Senior Management Night, the Chapter's March Professional Development Meeting.

APICS Phoenix Chapter #58 2005-2006 Company of the Year Award

The Company of the Year Award was established to provide a means of recognizing local companies that actively support APICS and the APICS Phoenix Chapter #58 activities with consistency and on an exceptional basis. Support may be demonstrated through active company policies meeting the award criteria, such as promoting membership or attendance at APICS events, involvement in educational seminars, or incorporating the APICS body of knowledge into the culture of business.

The Board of Directors or any Phoenix Chapter #58 member, in good standing, may nominate any local company who meets the qualifications listed below. In order to nominate a company, the attached nomination form must be filled in to include written supporting documentation that the company has met or exceeded the award criteria in at least **three of the five** categories as follows:

Actively promote membership in APICS via one or more of the following:

- Reimburse for annual national/chapter dues.
- Encourage/require APICS Certification (CPIM or CIRM).
- Demonstrate a measurable increase in percentage of employee members.
- Other evidence (specify)

Actively promote attendance at chapter meetings via one or more of the following:

- Reimburse for chapter Professional Development Meeting fee.
- Encourage attendance by internal posting of announcements.
- Active participation of APICS Company Coordinators.
- Other evidence (specify)

Support APICS educational activities by one or more of the following:

- Sponsorship of in-house APICS seminars.
- Employee attendance at certification and other seminars.
- Encourage/provide incentive for employees to speak or instruct at Chapter events.
- Other evidence (specify)

Evidence of integration of APICS concepts/body of knowledge into daily operations:

- Other evidence (specify)

Other significant measurable contributions to the chapter. Examples can include:

- Donate materials and/or supplies for APICS projects.
- Provide locations for seminars and/or special events.
- Provide support for special events such as regional meetings.

Nominating Procedure: The attached nomination form must be completed to be considered. Nominations will be accepted by mail at: P.O. Box 66835, Phoenix, AZ 85282 or fax at 480-813-2154. **Nominations must be received no later than April 15, 2006.**

The Award: The selected Company of the Year will be formally recognized at Senior Management Night, the Chapter's March Professional Development Meeting.



**Nominate your
company today!**

APICS Phoenix Chapter #58
2005-2006 Company of the Year Award

Company Name: _____

Primary Business: _____

Address: _____

City: _____ Zip: _____

Company Contact: _____ Phone: _(_____)_____

Nominated By: _____ Phone: (_____)_____

Award Qualifications: Check the areas in which the candidate company meets the award criteria. **Supporting evidence should be described on the page provided and/or attached.**

1. Actively promotes membership in APICS by:

- Always Sometimes Seldom Reimburse for annual national/chapter dues.
 Always Sometimes Seldom Encourage/require APICS Certification (CPIM or CIRM).
 Always Sometimes Seldom Demonstrate measurable increase in percentage of employee members.

Other evidence: (Specify) _____

2. Actively promotes attendance at chapter meetings:

- Always Sometimes Seldom Reimburse for chapter Professional Development Meeting fee.
 Always Sometimes Seldom Encourage attendance by internal posting of announcements
 Always Sometimes Seldom Active participation of APICS Company Coordinators.

Other evidence: (Specify) _____

3. Supports APICS educational activities:

- Always Sometimes Seldom Sponsorship of in-house APICS seminars.
 Always Sometimes Seldom Employee attendance at certification and other seminars.
 Always Sometimes Seldom Encourage/provide incentive for employees to speak or instruct at Chapter events.

Other evidence: (Specify) _____

4. Actively integrates APICS concepts/body of knowledge into daily operations of business.

Other evidence: (Specify) _____

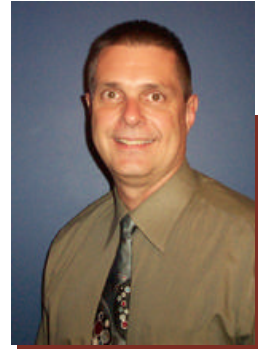
5. Other significant, measurable contributions to the chapter:

Other evidence: (Specify) _____

Nominations for this award will be accepted by mail at P.O. Box 66835, Phoenix, AZ 85282 or by fax at 480.813.2154. **Nominations must be received no later than April 15, 2006.**

Education Corner

~ Successful APICS CSCP Instructor Materials Pilot Held



Jack Wetzel, CPIM
VP Education

Earlier this month, a team of instructors, volunteers, and staff from APICS and the Holmes Corporation met for two weekends at APICS Headquarters to review the new CSCP instructor materials.

With veteran APICS instructors Maryanne Ross, David Jankowski, and Joni White leading the sessions, 13 individuals participated in a CSCP class to experience it from the learner's perspective. During the sessions, comments, suggestions, and ideas were compiled that will lead to the refinement of the materials. Overall, the pilot was a resounding success, and the launch of the materials is on track for a late March ship date.

The Phoenix Chapter is anticipating holding the first CSCP course in summer or fall. For updates on the status of chapter CSCP courses, or to find other educational course information, refer to our website at www.apicsphoenix.org

~ Educational Offerings ~

**** Schedule Subject to Change/Cancellation ****

To register for any of the classes or obtain updated class information, please visit the Chapter website at www.apicsphoenix.org. All courses are held from 5:00 to 8:00 p.m. unless otherwise noted on the website.

Chapter Certification Breakdown

As of February 28, 2006

CPIM Certified91
CFPIM Certified3
CIRM Certified 13

| Course Name | Location | Date | Start | End | Early Registration | No classes held |
|-----------------------------------|----------|-----------|----------|----------|--------------------|-----------------|
| Execution & Control of Operations | MSS | Mon-Thurs | 03/16/06 | 04/13/06 | 03/02/06 | |
| Strategic Management of Resources | MSS | Mon-Wed | 05/01/06 | 05/31/06 | 04/17/06 | 05/29/06 |
| Basics of Supply Chain Management | MSS | Mon-Wed | 06/05/06 | 07/12/06 | 05/22/06 | Wk of 7/3 |
| Master Planning of Resources | MSS | Mon-Wed | 08/07/06 | 08/30/06 | 07/24/06 | |
| Detailed Scheduling & Planning | MSS | Mon-Wed | 09/25/06 | 10/23/06 | 09/11/06 | |
| Execution & Control of Operations | MSS | Mon-Wed | 11/13/06 | 12/13/06 | 10/30/06 | 11/22/06 |
| Strategic Management of Resources | MSS | Mon-Wed | 01/08/07 | 02/07/07 | 12/25/06 | 01/15/07 |
| Basics of Supply Chain Management | MSS | Mon-Wed | 03/05/07 | 04/04/07 | 02/19/07 | |

~ 2005 APICS Conference Proceedings Available

Obtain your personal copy of the *2005 APICS International Conference and Exposition Proceedings* on CD-ROM. Valued at more than \$40, it provides an overview of the best practices and solutions presented at the conference. All members in good standing between September 2004 and September 2005 receive a free copy of the proceedings upon request. Those who attended the conference received their free copy on site. Order stock #04020 through the APICS Bookstore or APICS Customer Support by phone at (800) 444- 2742.



~ Competitive Résumés for the Internet Age

As organizations become more reliant on the Internet to locate and track applicants, even the most polished résumé can fall flat if it isn't written with Web systems in mind. In the Career Development Tools section of the APICS Career Center authors Marshall Brown and Annabelle Reitman explore what kinds of technology companies may use in today's job market, and how you can develop a résumé that will compete. The article, "Résumés and the Internet," covers how to rise to the top of electronic sort and retrieval activities, develop a scanable résumé, and save it in the optimal format.

~Chapter Members Pass CPIM Certification Exams

Congratulations to the following Phoenix Chapter member(s) who have passed certification exams as part of the CPIM Certification process:

- Basics of Supply Chain Management – Crystal Valles, Fitzroy Brown
- Detailed Scheduling and Planning— Robert Houtkeeper, Crystal Valles
- Master Planning—Crystal Valles

Members that pass exams are invited to notify the chapter to have their name listed in the Sahuaro. If you have passed an exam, contact the chapter via the on-line form found at www.apicsphoenix.org/education.html



~ See Our New Look: Visit the Phoenix Chapter Website

As part of an international branding effort, APICS is asking all Regions and Chapters to create websites that are consistent with the Association's website and with all other APICS websites. The new look of the Phoenix Chapter site is part of that effort. APICS has provided website templates and other materials to make the transition easy to accomplish. Because the design work was already been done by APICS, the chapter costs for changing over to the new look were minimized.


Please visit our new look at www.apicsphoenix.org and let us know what you think!

(Continued from page 6)


be a small part of a larger event, or to act as an "assistant" to a more seasoned volunteer.

2. Set your limits. One of the beautiful parts about volunteer organizations is that they provide opportunities to do just about anything. But, if you let it happen, the organization will slowly consume more and more of your time. As you raise your hand, think about how much time and energy you are ready to offer the group. Be firm about what you can and cannot do by working within deadlines, saving your volunteer work for open "batches" of time (versus piecemeal), and remembering your time limits when new things come up. By keeping your time in check, you will be able to enjoy long-term participation in the group without getting too overwhelmed or burned out.

3. Find your passion. Most volunteer opportunities provide some chance for you to dig in and provide more leadership, ideas, and energy. Once you have committed to an organization and have gotten your feet wet, think about what facet of the group most energizes you. Perhaps you like working directly with the group's customers, or balancing the budget. Whatever it is, make your wishes known and move to be involved with your favorite activity. Doing so will keep you more satisfied in donating your time.



“Don't be afraid to question ongoing practices or to share your ideas.”



4. Speak up. Don't be afraid to question ongoing practices or to share your ideas. It's possible that the organization you have volunteered for needs a fresh perspective. It is also very likely that the current volunteers assume you know something about the group that is not entirely obvious—ask for clarification on procedures, tradition, and general operations.

5. Know when you're done. At some point, you may grow out of your volunteer role. Perhaps you've had a life change that prevents you from volunteering extra time, or your interests have changed, or you would like to get involved in a different organization. Understand these signals, inform the management, and move on in a positive way. Everyone understands that volunteers move on. Worse for you and the organization is if you were to "hang out" for months feeling frustrated or unmotivated or if you were to leave in the middle of a project unexpectedly. When it's time, bid the group goodbye and let another volunteer take your spot. Although, I would advise that any group would have liked you to find your replacement before you left!

These are simple guidelines that can help you remain true to your own goals as you volunteer. They are practical because they consider your goals while still keeping in touch with the things your organization may need. Ultimately, you should feel so good about volunteering that you are willing to introduce and mentor new volunteers to the group.

As long as you keep these five things in check, you will become an energized volunteer who is able to stay involved over the long term and continue to enrich the group.