



# HV MFG

# THE COUNCIL OF INDUSTRY MAGAZINE

SPRING 2017

COMPANY PROFILE

**SIMULAIDS**

LEADERSHIP PROFILE

**BEN KATZENSTEIN**

PRESIDENT STAR KAY WHITE

**BUILDING STRONG  
COMMUNITIES THROUGH  
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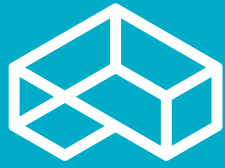
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Harold King  
Executive Vice President  
Council of Industry

## A CHANGING LANDSCAPE


### DEAR READER

Change was in the air as we assembled this spring 2017 edition of HV Mfg. The surprise victory of Donald Trump as the 45th president of the United States and the somewhat less surprising, though still unexpected, election outcome of Republicans maintaining control of the United States Senate have resulted in strong reactions amongst the Hudson Valley Manufacturing community. While these reactions are largely optimistic they are still wide ranging. We hear of excitement as well as apprehension, optimism and skepticism, hope and fear, enthusiasm and outright depression. Much remains unknown, but for certain there will be change in the next year or two, and the effects of that change will likely be as varied as the companies and people in our region are diverse.

The Council of Industry has now been supporting manufactures for 107 years. When we were formed in Poughkeepsie in 1910 William Howard Taft was the 27th President. Two years later his predecessor and one time mentor, Theodore Roosevelt, ran again for that office as a third party candidate and in doing so ushered in Woodrow Wilson as the 28th President. Our association and many of its members have been through a lot of history: Two World Wars, five other “hot wars,” one cold war, a great depression and a great recession, red scares, race riots and more. Through that same period we have also seen women’s suffrage, the defeat of fascism and communism, the end of Jim Crow, the dawn of the atomic age, computers, economic booms and great improvements in longevity and quality of life.

I believe this historical context is very helpful as we look toward the change that’s coming. While elections, and public policy are vitally important they are not the only things that matter to manufacturers, to their employees and their employees’ families. Manufacturers make important things and you love doing it. You make products that make life better for billions of people across the globe and you build strong communities through the good jobs you provide and the wealth you create. Whether the changes that are coming make this easier or harder for you remains to be seen. That we will carry on as we have for more than a century is certain.

With that certainty in mind, I call your attention to the terrific content in this edition of HV Mfg. Our Leader Q&A is with Benjamin Katzenstein, the 4th generation CEO of Star Kay White located in Congers, Rockland County; David King writes that social media may provide solutions to the skills gap problem; Recruit Right’s Rebecca Mazin (one of the key instructors in the Council of Industry’s very popular Manufacturing Leadership Program) discusses how DISC behavior analysis tools might be utilized to maximize organizational effectiveness; We went inside Simulaid’s in Saugerties to learn about the fascinating work they do creating rescue mannequins and patient simulators; Susan McKeever-Duys from Barton & Loguidice, LLP writes about best practices in building a sustainable company; and we learn about a big advance in Nano-science - a microscopic “submarine” that delivers antibiotics directly where they are needed in the human stomach.

I also want to take this opportunity to thank our advertisers, all of whom understand that a thriving manufacturing sector is vital to a healthy economy. Their support of HV Mfg, Hudson Valley Manufacturing and the Council of Industry is much appreciated. 

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# BRIEFS

## ENVIRONMENT SAFETY AND HEALTH

A set of amendments are currently proposed by the New York State Department of Environmental Conservation (NYSDEC) to reflect their experiences with the State Environmental Quality Review Act (SEQRA) over the last two decades since the last major revision process. According to the NYSDEC, the main objective of the proposed amendments is to streamline the environmental quality review process without “sacrificing meaningful environmental review.” SEQRA was enacted into law on August 1, 1975.

The proposed amendments to the SEQRA regulations attempt to both streamline and strengthen the NYSDEC’s environmental review process by expanding the statewide Type II action list (actions not subject to further review), modifying certain thresholds in the Type I action list, making scoping of an Environmental Impact Statement (EIS) mandatory rather than optional, and making the acceptance procedures for draft EIS’s more consistent and better defined. Amendments are also proposed to make the filing of scoping documents on the internet a requirement and to encourage the electronic filing of Draft and Final EIS’s, to the extent practicable. New definitions for “Green Infrastructure”, “Minor Subdivision”, “Municipal Center”, “Replacement in Kind”, and “Substantially Contiguous”, and revised definitions for “Negative Declaration” and “Positive Declaration”, are also included in the proposed amendments.



## Trump Administration Undertakes Ambitious Regulatory Rollback

President Trump has embarked on an aggressive campaign against government regulation, joining with Republican lawmakers to roll back rules already on the books and limit the ability of federal regulators to impose new ones. On Jan. 30, Trump signed an executive order that requires agencies to offset the cost of every significant new regulation by eliminating existing regulations or making them less onerous. The order declares that “the total incremental cost of all new regulations” issued this year “shall be no more than zero.”

According to the White House Office of Management and Budget, the cost of federal regulations has grown every year since 1982. In January the new administration withdrew 24 significant rules that were about to be sent to the Federal Register for publication. The new administration also delayed the effective dates of roughly 250 others, including 30 Environmental Protection Agency rules that were frozen in a single day.

## THE ECONOMY

### Most Firms See Their Capital Spending Steady or Rising in 2017

Supplementary questions in the February 2017 Empire State Manufacturing Survey and Business Leaders Survey—the New York Fed’s twin surveys of regional manufacturers and service firms—focused on firms’ 2017 capital spending plans and comparisons with actual spending for 2016. Respondents were asked not only about overall investment but also about spending in a few broad categories of capital.

*To what extent do you expect your firm’s spending on new plant and equipment to be higher or lower this year than last? How do you expect each of these capital spending categories to change?*

Empire State Manufacturing Survey	February 2017 Survey		February 2016 Survey	
	Percentage of Respondents Planning Lower Spending in 2017	Percentage of Respondents Planning Higher Spending in 2017	Percentage of Respondents Planning Lower Spending in 2016	Percentage of Respondents Planning Higher Spending in 2016
Total	23.7	41.2	29.3	37.4
Structures	26.8	20.6	31.6	19.4
Non-computer-related equipment	24.0	29.2	31.3	32.3
Computers and related hardware	14.4	27.8	28.3	20.2
Software	16.0	27.7	25.8	24.7



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In the latest survey, substantially more respondents planned to hike than to reduce overall capital spending in 2017—by a margin of 46 to 20 percent among service-sector firms, and 41 to 24 percent among manufacturers. Both of these margins are wider than in last year's survey. Among service firms, in fact, these readings are the most positive in more than a decade. As in earlier surveys, firms' capital spending plans varied by category. Among manufacturers more respondents planned to raise than lower spending in all categories except for structures. Just 21 percent said they were increasing their budgets for structures, while 27 percent said they were reducing such investment. In a separate question, firms were asked about the extent to which various factors contributed to planned increases in capital spending. Among manufacturers, the biggest driver of increased investment was favorable trends in sales and demand, followed by a need for labor-saving equipment.

### US Factory Output Rose 0.2 Percent In January

The Federal Reserve said March 1 that US factory production rose 0.2 percent in January – after an unrevised 0.2 percent gain in December. However, total industrial production fell 0.3 percent in January due to a 5.7 percent decline in utility output, which media reports attribute to unusually warm weather. Overall, industrial output for December was revised from a 0.8 percent gain down to a 0.6 percent gain.

According to the AP January's "modest" factory output growth has maintained the same trajectory seen in 2016. The AP explains that manufacturers "are benefiting from increased spending by businesses on industrial machinery and other equipment." Similarly, the Wall Street Journal says underlying numbers show promise for manufacturers, pointing to an increase in output for machinery textiles, and petroleum and coal products. However, output for motor vehicles and parts fell 2.9 percent. Healthy consumer spending and a recovery in the oil sector have also supported recent gains in manufacturing. At the same time, modest overseas demand, a strong U.S. dollar and soft investment in equipment from domestic firms have made for slow progress.

## GLOBAL BUSINESS

### Manufacturers Stress Need for Global IP Protections

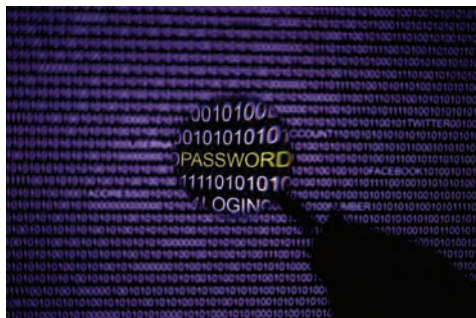
On February 9, in a detailed submission to the Office of the U.S. Trade Representative, the NAM emphasized the need to intensify efforts to protect U.S. manufacturing against the



threat of intellectual property (IP) theft. The NAM identified enforcement problems in nearly 40 foreign countries, including priority markets, such as Canada, China, Colombia, India, Indonesia and Russia. Cross-cutting IP concerns were included,



such as problems with the legitimate use of patents, trademarks and trade secrets, rampant counterfeiting and piracy and ensuring IP protection in international forums. The NAM urged the Trump administration to use all available options, including the full use of domestic and international enforcement tools and cooperative programs, to address IP theft.



## Ex-Im Bank Needs Support From Congressional Republicans

Wilbur Ross, President Donald Trump's pick to be commerce secretary, has said there could be justifications for keeping the Export-Import Bank going. According to Bloomberg he'll have to convince some congressional Republicans, including Speaker of the House of Representatives Paul Ryan, who's called the bank's practices "crony capitalism" because two-thirds of its money went to just 10 companies. Congress let the bank's lending authority expire after June 30, 2015, but enough Republicans in the House joined Democrats to force a vote that October to bring back the lender. In December 2015, negotiators from both chambers of Congress reached an agreement that revived the bank's lending authority through September 2019. Senator Richard Shelby, a Republican who opposes the bank, then took matters into his own hands. He's held up votes for nominees to the Ex-Im board, preventing the bank from having the quorum needed to approve loans of more than \$10 million. Ex-Im's lending has been tepid since then.

## LABOR AND EMPLOYMENT

### New York State Department of Labor Implements New Salary Basis Thresholds for Exempt Employees

The New York State Department of Labor (NYSDOL) has adopted its previously proposed amendments to the state's minimum wage orders to increase the salary basis threshold for executive and administrative employees. The Amendments became effective on December 31, 2016.

While the status of the new salary basis threshold for exempt employees pursuant to the Fair Labor Standards Act (FLSA) is still unclear following the nationwide preliminary injunction enjoining the U.S. Department of Labor (USDOL) from implementing its new regulations, this state-wide change requires immediate action for employers



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that did not increase exempt employees' salaries or convert employees to non-exempt positions in light of the proposed federal overtime rule.

The current salary basis threshold for the administrative and executive exemptions in New York is \$675 (\$35,100 annually) per week throughout the state. In order to properly classify employees as exempt, employers must ensure that these employees are earning at least the salary basis threshold of the FLSA or the New York wage orders, whichever is higher. The Amendments implement the following increases to New York's salary basis threshold for the executive and administrative exemptions:

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subject to court review

## ENERGY

### Dakota Access Pipeline Gets Final Approval

The Army Corps of Engineers has approved an easement needed to complete the final section of the 1,172 mile-long, \$3.8 billion Dakota Access Pipeline project. The pipeline had been stalled for



Dakota Access Pipeline staging area in Worthing, SD 2015. Photo from NPR

months by the previous administration. NAM President and CEO Jay Timmons reacted to the announcement by saying, "This green light is welcome news for manufacturers. Such investments in America's energy infrastructure create tremendous opportunities for the manufacturers who supply these projects. Building new energy infrastructure makes our country more competitive, creates jobs and helps make life more affordable for our families."

### New York Won't Allow Cost of Clean Energy Mandates To Appear On Power Bills

New York regulators shot down plans to list on utility bills how much extra customers will pay under the state's new Clean Energy Standard (CES).

Utilities including Con Edison, Orange & Rockland Utilities, National Grid, and Central Hudson Gas & Electric asked to add a line to customers' bills showing how much CES would cost. However, the state's Public Service Commission (PSC) prevented this option. PSC said that instead of telling customers how much they were paying, utilities would comply with CES "through existing supply mechanisms and bill lines" to "maintain general consistency among the Utilities" and to "limit customer confusion."



# Using Social Media To Bridge The Skills Gap

... and Build the Manufacturing Talent Pipeline in the Hudson Valley

If you're a manufacturer, work closely with manufacturers, or even just happened to hear a news report on a topic related to manufacturing, then there's a good chance you have heard about the Manufacturing Skills Gap. Make no mistake, it is a real problem and it is only getting worse. According to research conducted by The Manufacturing Institute, over the next decade nearly 3.5 million manufacturing jobs likely need to be filled. The skills gap is expected to result in 2 million of those jobs being unfilled.

Middle and High School students today aren't being exposed to the world of advanced manufacturing early enough for them to consider pursuing a career in the sector, although they are able to take the necessary courses in math and science to prepare them for that career. Efforts to increase awareness among younger students, such as Manufacturing Day, have been successful, but the gap remains and more needs to be done.

Social Media is the marketing tool with greatest potential to reach this audience and to build the manufacturing talent pipeline, but it is only just beginning to be utilized and its value only now becoming appreciated. Even as social media has become central to young people's lives there's been minimal effort by manufacturers

to tailor their message to the medium and to use it to portray the sector as the exciting, creative, and innovative place to work that it is. Working together with our members the Council of Industry is hoping to change that.

The Council of Industry has been reaching out to tech teachers, guidance counselors, and principals for years, trying to help them

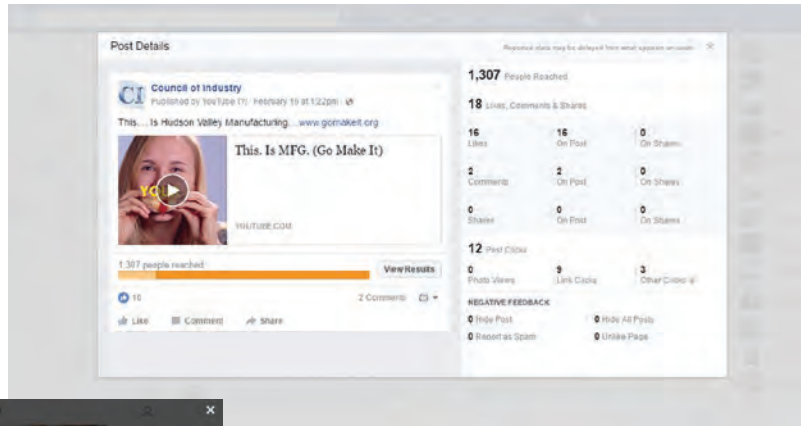
better highlight manufacturing careers. While we've made some progress this way, participating in the occasional career day or job fair is not enough to de-stigmatize manufacturing, the campaign needs to be more direct and consistent. "The best technology in a classroom is, and continues to be, the teacher. However, there are wonderful digital tools, as well as social media, that help augment the learning process



**"The best technology in a classroom is, and continues to be, the teacher. However, there are wonderful digital tools, as well as social media, that help augment the learning process and communicate our message in the current landscape."**

and communicate our message in the current landscape," explains Jonah Schenker of Ulster BOCES's Hudson Valley Pathway Academy, an early college high school focused on manufacturing and technology. "With that said, we must acknowledge that we are in the age of information, and all students access their information

digitally and will continue to network, connect, and build their futures through these devices and social media. If we ignore this as educators, employers, and parents, we will have missed the opportunity to capture and connect with our current and future generations.” The Pew Research Center found that in 2015, 71% of all teenagers in the US had a Facebook account, 52% were on Instagram, 33% were on Twitter. On top of that, the center also found that 79% of all online adults had a Facebook account. The opportunities to reach our target demographic cheaply and efficiently



investment, unit costs and customer deadlines. Try to imagine, however, if just 20 Hudson Valley manufacturing companies each posted pictures of their products and/ employees once a week using the hashtag #hvmfg. In one year that would be 1040 posts which could reach an audience of tens of thousands of Hudson Valley families. A formerly obscure industry would be clearly manifested in all its varied forms right on their smart phone or tablet and take hold in their users’ minds and imaginations. All those potential manufacturers of tomorrow would now have a firsthand look at the sector and its potential. It’s like 20 manufacturing day tours in the palm of their hand. “We realize this isn’t going to happen overnight.” Says Richard Croce of Viking Industries, “It’s going to take a long time to change the perception young people have about manufacturing, and the

are unprecedented, and this outreach will be a key project for the Council going forward.  
This all might seem frivolous to an experienced manufacturer, more comfortable with tangible items and results like return on

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best way to do that is to try to reach them on their terms. Using social media, we can show them what advanced manufacturing really looks like in the Hudson Valley.”

**If you’re a manufacturer and want to do something to promote yourself online, here are a few quick and easy suggestions as to what you could post:**

- i. A photo, whether on Instagram, Facebook, or Twitter, photos or other visuals are increasingly important in making sure your posts get noticed.
- ii. A tweet showing a part that you manufacture being used in a recognizable product. Don’t be afraid to brag, what are the coolest or most exciting, or most interesting parts of your job.
- iii. Posts about products or people winning awards, is a good form of further recognition. Additionally, others like to feel included in the celebration, and everybody loves a winner.
- iv. Links to an article about your industry. Read anything that you think is worth sharing? That’s what social media is for. An article or something that you think other’s might find relevant can be a great way to get people’s attention with minimal work.



Manufacturing may have a labor problem, but the digital age has given us the tools to solve it. It won’t happen tomorrow, but if we take advantage of this opportunity we can secure our industry’s relevance in the Hudson Valley for generations to come. If we work together, we can start to fill that pipeline.

## BEGINNERS GUIDE TO SOCIAL MEDIA

Like any successful Marketing Campaign a good Social Media Campaign requires consistent messaging over a prolonged period of time. The magic of social media is that your message can be carefully targeted, conveyed inexpensively, and still reach a large number of people. Here are some of the tools.

**FACEBOOK:** The most popular social media site. Thanks to the large amount of information its users provide about their interests, Facebook has a highly sophisticated algorithm that allows advertisers to target people with highly specific interests. This will be the main focus of our campaign.

**TWITTER:** Another major social media site. This venue encourages users to rapidly share their thoughts on anything, in particular, brief snippets called “tweets,” which are limited to 140 characters. It also offers advertising opportunities but the ads are not as targeted as Facebook.

**INSTAGRAM:** A subsidiary of Facebook, this application is all about photos, with text limited to captions on the pictures that users post. Like its parent company, it also allows users to make targeted ads. This is very popular with younger users and we plan to make a big push on Instagram.

**HASHTAG:** This term originated on Twitter but is now used by several other sites. It refers to the # symbol, which users are encouraged to attach to a few keywords in their posts. For example, if you were to post a picture from your family vacation to Disney World you might also include the hashtags #Disney #Florida #MagicKingdom.

Once uploaded to your account the symbol lets the site know to turn the words into links, clicking on #Disney then would bring you to a search page containing all posts with #Disney in them. This is meant to make it easy for people to find posts relevant to their interests, and connect them to other users who share their interests. Some of our favorite hashtags include #hvmfg #manufacturing #HudsonValley.

**HANDLE:** the name of your Twitter account, for instance we are @HVManufacturing

**POST:** Whatever a user puts on their social media account, be it a vacation picture, a news article or their thoughts on what they’re watching on TV is called a post.



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## LEADERSHIP PROFILE

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Ben Katzenstein, President of Star Kay White

# A SWEET FAMILY BUSINESS



HV Mfg headed to Congers, Rockland County, to visit with Ben Katzenstein, President of Star Kay White, Inc, a manufacturer of flavoring materials for ice cream, beverages and bakery items. In an office smelling of pure vanilla extract, cluttered with books, antiques, and technical drawings and decorated with portraits of sailing ships and world leaders, we sat down to discuss manufacturing, the food business and leadership.



**HV Mfg:** How did you come to work in manufacturing?

**BK:** I guess I don't really think of myself as working in manufacturing. I am in the food business. I am in the family business. It just happens to also be a manufacturing company. I have been working here since I was 3 or 4 years old – really, literally that young. My father would bring me to our plant in the Bronx on Saturday mornings and he would give me little things to do – empty the wastepaper baskets, sweep the floor, put labels on jars. When I got a little older, I would work during school vacations. Both my grandparents worked in the food industry, my father's side in this company and my mother's side in soda and candy distribution business.

**HV Mfg:** Was it always understood that you would go into the family business?

**BK:** I always knew that I wanted to run this company someday, but I never felt pressured to join the company. However, I was brought up with a strong work ethic, there was a lot of focus on working hard, to always do more than you are being paid for.

**HV Mfg:** Did you go to college for a business degree?

**BK:** College for me was a long and winding road. I went to Jacksonville University in Florida for a business degree but really struggled and transferred out after two semesters. I went to Ithaca College as a third semester freshman and really struggled again and then took a leave of absence after one semester. I always felt a void in my education – how can you learn about the world if you haven't had any experience in it. So I fitted a small pickup truck with a homemade wooden camper and travelled around the periphery of the continental United States. I was 19 years old and travelled 20 thousand miles in 25 weeks. I did odd jobs to pay my way; I worked on a fishing boat, as a dish washer, trimming trees on a Christmas tree farm...when I finally came home I think I was a bit more mature and I had a better understanding of what I was good at and was actually ready for college. I went back to Ithaca – this time for Political Science not business because one of the things I learned in my travels was that I was good with people, with communications and interactions, building relationships. I was not good with number crunching and accounting. I did pretty well this time and I got my Bachelors Degree.

But the meandering path through college does not end there. After finishing at Ithaca, and planning on going into Star Kay White, with sibling and cousins already in the company, and with a pretty good sense of politics, I knew that as the low man on the totem pole I needed expertise in the food business, if I were to

survive. So, I made a plan to attend The Culinary Institute in Hyde Park for an Associate's degree. I got my Bachelor's degree before my Associate's degree. Both have been helpful to me in my career here at Star Kay White.



**HV Mfg:** Tell us about Star Kay White, what do you make and how did you come to lead the company?

**BK:** My Great Grandfather, David Katzenstein founded Star Extract Works New York City in 1890. He was an immigrant from Germany. He and his brother developed and sold flavors

and extracts, like vanilla, chocolate, peppermint, cinnamon, rose, strawberry, and rum. They sold to local bakers, brewers, distillers, bottlers through New York, Pennsylvania, and New England. Just prior to World War I, we entered the confectionary business, in particular, servicing ice cream businesses. David partnered with Warren White of the White-Stokes Company of Chicago, to create Kay-White Products, and opened a factory in Newark, New Jersey. Now, two of David's companies were in the food business, making flavor extracts and confections for ice cream. During the First World War the business really took off. My grandfather, Miles joined the company and his brother, Carl, who was in the Army, joined the company after the war. There were lots of ups and downs – the crash of 1929 hurt the company badly and the depression years were lean. My father, Walter, joined the company in 1950 and became president in 1990. By the time I joined the company

in 1984 we had long term business relationships with Breyers, Sealtest, Borden's, Hershey, Howard Johnson's, Friendly's, Haagen Dazs, Turkey Hill, Perry's, and Ben & Jerry's. Still, growth was slow. The Great Depression had a long-term impact on the company's character: we were very conservative. In 1940 we had 10





employees, by 1984 when we moved out of the Bronx to Congers we had 16. In 1998 my brother and I, with backing of our dad, bought my cousin David out of the business. My father was president until just a few years ago when I took that title. Today we have 98,000 square feet in Congers and 127 employees.

**HV Mfg:** We understand that the 5th generation are here and part of the leadership team.



Test kitchen used for research and development.

**BK:** Yes, my sons Alex and Gabe are here, working hard and doing a great job preparing to lead the company in the future. A quick story about that 5th generation, when I persuaded my father and brother to back me in buying out my cousin, who owned 50% of the company, and was in fact trying to push me out of company, we needed to borrow quite a bit of money from the bank for the purchase to happen. Before making this life changing financial commitment I went to both my sons and asked them: “I need to know now, do you want to join Star Kay White some day?” They both right then and there said yes! I did the deal. Alex and Gabe were 9 and 8 years old at the time!

**HV Mfg:** What do you think makes a good leader?

**BK:** Humility. Connecting with the people you work with. Treating everyone with dignity and respect. Basically living by the Golden Rule. Think about how you would like to be treated and treat people that way. If you do that, I think people will want you to succeed and they will follow you. The fact that I have done every job in the plant at one time or another, and am willing to do them again at any time it's needed, gives our employees respect for me and makes it easier for them to listen to what I have to say. The fact is what's best for the workers, what's best for the business and what's best for my family are closely aligned and I try to keep it that way.

**HV Mfg:** We understand that you are a history buff and an avid reader. Are there any historical leaders that are particular favorites?

**BK:** Definitely: Lincoln, Churchill, FDR, Eisenhower, Martin Luther King, Jr, Thomas Watson, Jr., U.S. Grant, George Marshall, Theodore Roosevelt, just to name a few. I'll tell you, sometimes I think times are tough and things are going badly around here and I will get up and wander over here (he walks to a photograph of Abraham Lincoln hanging in his office) and I will look into his

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-Rich Croce of Viking Industry

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eyes and think about the pressure he was under, the challenges he faced, what was at stake. Same with this photo of Churchill. With Lincoln the future of the Union, and the institution of slavery were at stake with thousands of men dying on a daily basis because of his decisions. Winston Churchill saved the Free World, again with thousands of people dying every day. In both cases, thousands of men died everyday due to their decisions, but each made the difficult, but correct choices that defines great leadership in perilous times. At that point I usually am able to put things in perspective and realize my difficulties are miniscule in comparison, and that I just need to buck up and face my little difficulties and things will be okay.

In fact, I sort of seek advice from many different historical figures at different times. I remember a time that a lesson learned from a Civil War general enabled me to make a critically important business decision. In truth I think I am a better, wiser person because I have learned some of the lessons that these great leaders learned. I hope that makes me a better leader.

**HV Mfg:** What characteristics do you look for when hiring managers for Star Kay White? What about front line workers?

**BK:** For all levels of the organization I look for people who can think for themselves – who have an entrepreneurial spirit, who are ambitious. I like to hire people who are smarter than me. Most important of all is their attitude. I want people who take pride in their work, whether it's sweeping the floor or quality control or customer service I want people who want to do a good job.

Years ago we lost a pretty large customer and I knew I was going to have to lay some people off. While I was struggling with this I asked one of the newer workers to sweep up after the shift. I only asked him to sweep up and when I came back he had finished sweeping and was now mopping the floor. He took it upon himself to do the job right. Small thing, right? Not to me. I figured out a way to keep him. That initiative and pride in the work makes all the difference. He is still at Star Kay White today, 24 years later. My parents and both sets of my grandparents instilled a strong work ethic in me and I look for something similar in our employees.

**HV Mfg:** What do you see as the biggest challenges in the coming years?





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**BK:** In a word 'space'. We have 98,000 square feet and are bursting at the seams. The business is there. The orders are there. We need to build our capacity to fill them.

**HV Mfg:** We understand you were awarded some funds from Empire State Development to expand the business. Will that help?



Supplying flavors to big ice cream companies.

the next few years for the business. The biggest food companies in the world are contacting us to produce for them – to create products for them. They know we will deliver high quality product in a timely manner and at a reasonable cost. We have worked hard to put

**BK:** Well, the short answer is yes, I am pretty sure it will help. But, things change rapidly around here and the exact proposal we submitted is being tweaked so we need to work with them to make sure that the changes we need to make are acceptable. We hope so, and so far the indications are positive.

**HV Mfg:** What opportunities do you see coming your way in the next few years?

**BK:** Almost too many to name – I am very optimistic about



Fresh roasted almonds cooling.

ourselves in this position and want to keep that momentum going.

**HV Mfg:** You and Star Kay White are relatively new to the Council of Industry. What do you like about the association? What can we do better?

**BK:** We really like the training. The leadership training at SUNY Rockland some of our people attended last year was great. We also like being connected to other similar manufactures. What can you do better? Spanish language training would be incredibly valuable. We have employees from 11 different countries working at Star Kay White, with Spanish being the primary language of more than half. I think they would get a lot from some of the training in their first language.



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## WORKS WELL WITH OTHERS

Is your workplace taking advantage of circumplex?



**W**hat is circumplex? Is it a new technology, a tax credit, training program or measurement tool? It's not any of these, although it does involve some measurement. No need to check the dictionary, you won't find the word. Circumplex is the model used by Everything DiSC® to create an intuitive way to represent different workplace styles. The illustration here includes four DiSC styles; one in each quarter, plus priorities typical of each style written on the outside of the circle.

I'm Conscientious; I Must be a C

Maybe. Or you may be a CD, or even an i who shares the priority of

accuracy that is more typical of a C. Everything DiSC® uses 12 styles to describe individual approaches in the workplace.

The four primary styles and their core characteristics are:

***Dominance** – direct, results oriented, firm, strong willed and forceful.*

***Influence** – outgoing, enthusiastic, optimistic, high-spirited and lively.*

***Steadiness** – even tempered, accommodating, patient, humble and tactful.*

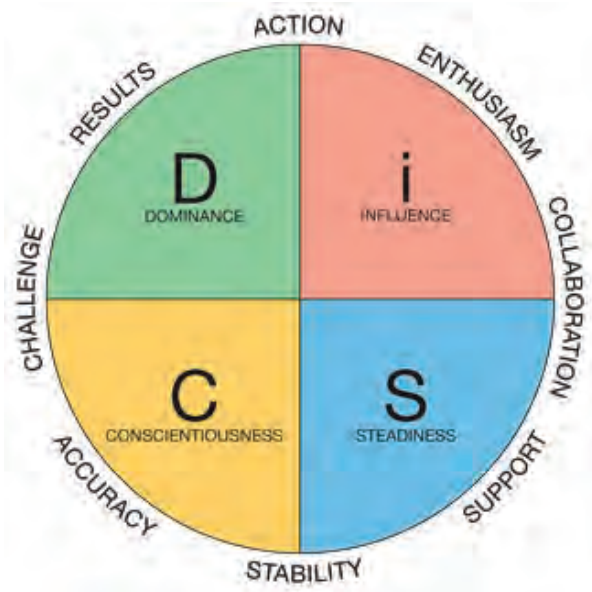
***Conscientiousness** – analytical, reserved, precise, private and systematic.*

The additional eight styles are combinations of two styles. Within these one is primary and the individual is very close to a second, or their tendencies are evenly distributed between both. Combinations are

between two styles adjacent on the circumplex. You are not going to find an SD; someone who is strong willed, forceful, patient and humble.

## What Does DiSC Have to Do With Work?

Understanding individual work styles builds and improves relationships in the workplace. The first step is to gain a clear picture of individual workplace approaches, priorities and preferences. Using this knowledge team members learn to connect



better with colleagues whose priorities and preferences are different, and understand the strengths and potential obstacles when working with someone with the same DiSC style.

DiSC awareness and understanding is used to avoid actions or behaviors that damage relationships and ultimately productivity. A supervisor with an S style will not seek a thoughtful, detailed explanation from their i subordinate. The department head who is an i will not bombard their C boss with a brainstorming conversation of creative ideas. The i manager will learn to focus on the facts with their D colleague.

None of this is designed to minimize expectations or challenge outcomes. While a D style has a natural inclination towards results everyone is responsible to meet targets. And even though C and S styles tend towards detail orientation the other approaches can, and should, be tasked with building back-up whenever necessary.

## How Did They Know?

Everything DiSC®, a Wiley Brand, begins the process of identifying individual styles with an online set of questions that results in a twenty-page individualized profile report. This assessment developed, validated and continuously researched by Wiley, uses adaptive testing to fine tune results. During completion of the profile when answers are inconsistent, the technology adds additional assessment items to clarify the rating. The result is a more precise picture of workplace style.

Wiley reports that assessment takers have described the experience as personalized often saying, “it validates me.” The reaction I often hear after the first read of a DiSC profile report is, “How did they know?” The DiSC experience does not claim to be perfect and allows opportunity, working with the report, to strike observations that do not ring true. But some content that does not seem to be a match at first reading resonates after a closer look, and observations from co-workers reinforce the description. An HR Director took the profile went to his staff and said, “I can’t believe I’m a D.” They told him, “Oh, you’re a D for sure.”

The report includes a DiSC map that represents the recipient’s style with a dot and displays the intensity and their priorities. The map on this page with a dot in the i section reflects a person who has the typical Influence priorities of enthusiasm, collaboration and support in addition to accuracy, a priority regularly associated with the C style. The *circumplex* concept creates a visual that identifies where a person might be less comfortable, out of the range of their natural style in activities with priorities other than their own.

**The ideal team is not composed of one person with each style, D, i, S and C. Team effectiveness is built on members understanding their own, and each other’s style.**

## Individual Strategies to Increase Effectiveness

The DiSC profile report includes customized sections to apply to a variety of work situations. Strategies to increase effectiveness when trying to connect, solve problems and handle conflict are key components. A summary includes specific recommendations to build effectiveness with people in the workplace.

Participants in the Council of Industry Manufacturing Leadership Certificate Program experience DiSC, the Fundamentals of Leadership. The session includes an opportunity to present a day in the life at work by groups with like DiSC styles. The exercise produces vivid illustrations and lots of ‘aha’ moments that explain interactions back on the job.





I like to describe DiSC as giving people permission to be who they are. It helps explain to a D why they can be perceived as too direct, and to an S how they must push themselves to speak up in the face of potential conflict. I've watched two people with these styles, D and S, use this information to understand how they allowed conflict to hamper effectiveness. Using knowledge about their different styles, they made a plan to ask the right questions, and take a different approach, before tensions escalated.

### Why the small i?

DiSC theory is not proprietary to Wiley. It grew out of work by psychologist William Marston who identified four "primary emotions" and associated responses in the way people react to their environment. These are described in Marston's 1928 book, *Emotions of Normal People*.

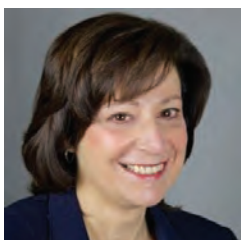
Wiley brand products use the small i in DiSC as part of their trademarked Everything DiSC® products.

### OK, Time to Hire D's for Every Leadership Role

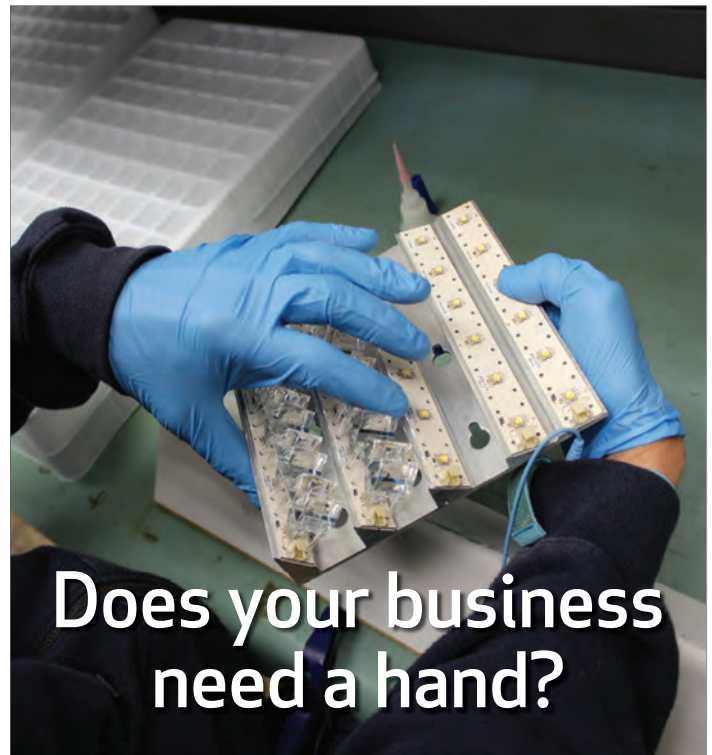
Not so fast. DiSC is not designed as a pre-employment tool. It has not been validated for this purpose and is not a predictor of success. Additionally, everyone is a blend of all four styles and each one is equally valuable. DiSC styles are also influenced by life experience, education and maturity. If you completed a DiSC profile 5 years ago, when you worked in a highly-structured environment, and you now work in an entrepreneurial setting your profile may be different today.

The ideal team is not composed of one person with each style, D, i, S and C. Team effectiveness is built on members understanding their own, and each other's style. When I'm writing an e-mail to a Company President who is a D, I keep it short, direct and use 1-3 bullet points. I work diligently to give clear explanations to the C Controller. She doesn't want to hear a description of gray areas; she wants reasons, facts and analysis. With an iD company owner I can brainstorm potential structure for a sales incentive plan. What about the people interactions with an S? I love their dependability and ability to sit down and work through a lengthy task, but I remind myself to look for signs of disagreement, they won't volunteer this information.

*How can you put the DiSC circumplex to work at your company?*



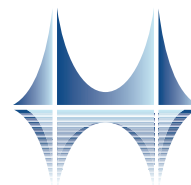
*Rebecca Mazin is a Tarrytown based Human Resources Consultant and Everything DiSC Authorized Partner.*



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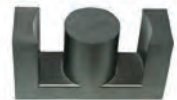
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## COMPANY PROFILE

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# REAL LIFE TRAINING

Simulaids is improving the Skills of First Responders and Healthcare Professionals with Innovative and Realistic Training Tools

If you have ever taken a CPR or first aid class there is a good chance you have come into contact with a product made by Simulaids in Saugerties, Ulster County, NY. As a division of Nasco Healthcare, Simulaids manufactures healthcare training aids, such as CPR manikins, patient simulators and trauma moulage products. From the early days of making simulated wounds in a basement to today's lifelike STAT Manikins, the story of Simulaids is one of vision, collaboration and innovation.



Adam Sauer assembles and tests Stat patient simulator.





## Company History

In 1963 Kevin Sweeney, a first responder, member of the Woodstock Fire Department and a founding member of the Woodstock Rescue Squad began making products to imitate wounds in his basement. The company was given a military contract to produce moulage kits he assembled for battlefield training. With that first contract Simulaids was born and Sweeney quickly expanded the company's products to include CPR manikins and "Rescue Randy" a dummy for firefighter training drills.

From these humble beginnings, Simulaids grew to 60 employees by 2006. At this point it became clear that the company needed a larger, more modern facility and, with the help of the Ulster County IDA moved from Woodstock to Saugerties. In the new 83,000 square-foot facility there was plenty of room to expand and that is exactly what Simulaids did. Today the company employs more than 120 people.

In 1999, Sweeney sold the company and most recently it was acquired by Nasco Healthcare, a company that provides training products for variety of educational subject areas, farmers and ranchers, and industry. Their products are distributed in all 50 states and they have customers in over 180 countries. "Being part of the Nasco family of products gives us real depth," Explains Jack

McNeff, VP Nasco Healthcare, "the wide range of products and the distribution channels and sales force are a strength that allows us to reach more customers and potential customers."

## The Products and Process

The patient simulators are lifelike manikins that interface with an iPad enabling an instructor to select predefined scenarios or develop scenarios that focus on key issues that are important in the training. There are a variety of patient stats that can be altered to provide a reactive environment for students. One example is the SMART Mom, an obstetrical training simulator that is focused on the two primary challenges in OB deliveries – Post-Partum Hemorrhage (PPH) and Shoulder Dystocia. According to the Simulaids catalog, this model also exhibits a wide range of other birthing

irregularities and allows students the assessment of typical patient status which include 10 pulse points that are continuously active, pupil response and size, blood pressure, heart and lung sounds, spontaneous respirations, and 5-lead monitoring capabilities with defibrillation and pacing. "This is a huge improvement from having an instructor just read off a list of patient stats and symptoms. The person training



Louis Vaccaro inspects and packages intubation trainers.





Tim Talmadge demonstrates the unique and innovative CNC machining used.

is now able to actually participate in the situation as it is unfolding,” explains McNeff.

The simulators come in a wide range of patient types, from babies and mothers to the newest model, Next Generation Geri, which simulates the challenges of working with geriatric patients. To be able to create such a lifelike end product requires attention to detail and quality. Using liquid plastic and silicon design molds, the skin and structural components are made. The electronic components are manufactured off-site through a supplier, to specifications designated by Simulaids engineers and then integrated into the product during assembly. Lung systems are manufactured and heat sealed on-site. Throughout this process quality checks are ongoing as parts (limbs, torsos, and heads) are sub-assembled. Some final products are only a torso, or leg, or arm, but all these sub-assemblies come together for the patient simulators. McNeff points out that, “Almost the entire product is assembled from domestically purchased and manufactured parts and by the time a SMART Mom or Next Generation Geri is complete they will have undergone at least 4 or 5 quality control checks.”

While Simulaids' products may have become more technologically advanced, more lifelike and more interactive, the company still holds the contract for wound training from the military just like in the early days and the CPR manikins are still their biggest seller. The National Guard uses Simulaids' wound kits for their medical simulation training. There are trauma treatment kits for every calamity possible, from burns and open bone fractures to the weapons of mass destruction kit which covers chemical, biological, radiological, nuclear, and explosive trauma scenarios.

The CPR manikins have evolved through the years too. Manikins are available with a CPR recorder that uses Wi-Fi to provide detailed information regarding the execution of CPR compressions and ventilation. The CPR manikins come in every combination of age, gender and race possible (for a manikin at least) including Casper the CPR Dog. There are also the very basic CPR manikins, “Brad”, available for under \$100 making this life saving skill training affordable for many communities and organizations.

Beyond CPR, Simulaids manufactures manikins that provide life-like stats and responses for a variety of medical training situations. There is a musculoskeletal ultrasound training model for joint injections of the knee. A catheterization simulator for both genders is

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Sotos Coutсарou paints moulages. Simulaids' Extreme Trauma leg/foot pictured.

another product, as well as arms and hands to practice venipuncture and injections. One of the original products is Rescue Randy, a life size weighted manikin that can be used in practicing extrications and other rescue scenarios. Of course, various wounds can be applied to Rescue Randy as well to further the realism of a training situation.

### The People

The Simulaids workforce is made up of a diversity of skills. Everything from cutting and gluing silicone, to using a CNC machine to drill and route silicone and rubber parts, electrical and mechanical engineers and of course customer service and sales representatives. Many employees start in one position and work their way up through the ranks to more complex positions.

Jack McNeff, VP Nasco Healthcare, explains that several of the employees at Simulaids are also first responders themselves and therefore know, firsthand, the importance of the products they produce. "Some of our employees have been here for more than 20 years, longer than I've been here," said McNeff. "We have a great knowledge base here."

Given that such a large number of employees are involved in safety programs such as EMS and Fire & Rescue outside of work, it is no wonder that safety is a priority in the workplace as well. Safety awards are distributed monthly to all employees. "We have a great safety program and have now gone well over a full year



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without a lost time accident,” explains McNeff.

The fact that many of Simulaids employees use their products in the field may be why they have stayed at the cutting edge in medical training devices. Over the last decade, in addition to making wounds so stunningly accurate you could lose your lunch looking through the catalog and CPR Manikins that are as diverse as you can imagine (there are even dog CPR manikins), Simulaids has turned out a line of patient simulators for more advanced medical training.

### The Future

As technology continues to advance, the realism of Simulaids products will continue to improve. The early patient simulators worked off of PalmPilot's and today's models use iPad's, so as the tools available allow, the engineers and innovators at Simulaids will continue to evolve their products to provide the most realistic training tool possible.

Simulaids is constantly innovating and looking to add features and make the training experience better and more affordable. “Our customers are not shy about giving an opinion or letting us (or our distributors) know what we could do to improve a product,” explains McNeff. In fact the company recently hired a new Corporate Vice President of Research and Development to work with the engineers and product managers on the continuous innovations the industry requires.

The customer base for Simulaids products varies from fire departments and community groups, to CPR instructors and the military to colleges and medical schools. Their products are sold by distributors all over the world in almost every country. The ability

to experience a medical trauma case without putting a real person's life in jeopardy is a valuable teaching tool. As Simulaids' products continue to improve in realism and affordability, they also allow more and more people the training and experience to perform lifesaving skills thus making this world a safer and better place.



Patricia Stockman, Human Resource Manager and Heather Stine, Controller.

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## WORKING TOWARDS SUSTAINABILITY

Best Practices for Building an Environmentally, Socially and Economically Responsible Organization



Sustainability is a term continuing to evolve with changes in population, climate, new technologies, increased data and greater awareness. The term has different meanings depending on the application, business sector or community yet there are similarities within these differences in terms of best practices and performance indicators. Many Fortune 500 companies use governance, stakeholder engagement, disclosure and performance as the parameters to frame their sustainability reporting. Others simplify the definition to use environment, social responsibility

and economics as the triskele that forms their program. For municipalities and governments, it often is grounded on risk management especially as it relates to weather events and growing populations. The best practices, however, seem to be consistent as to what should be incorporated in a plan or report. Top priorities regardless of sector are greenhouse gas (GHG) reductions and renewable energy, water conservation and waste reduction.

Manufacturing enterprises have their own unique set of considerations when developing their sustainability plans.





Regulatory compliance, product quality control and assurance, and asset management of their manufacturing processes and buildings are often non-negotiables for doing business. Their sustainability program is often incorporated into these current systems as one stream-lined process.

For smaller companies, a thorough third-party audit is the starting point to see how best to incorporate sustainability goals into their compliance program. A baseline and timeframe can then be developed that best matches the goals and growth of the company. Often there are state grants that can assist companies in achieving their energy efficiency and renewable energy goals. These grant awards in turn help the state realize its own regional sustainability goals.

The better sustainability programs take into account not only cradle-to-grave management of their products, but also cradle-to-cradle systems and a process for reviewing where and when those systems are possible. Cradle-to-cradle is a phrase invented by Walter R. Stahel in the 1970s and popularized by William McDonough and Michael Braungart in their 2002 book titled "Cradle-to-Cradle: Remaking the Way We Make Things". Production techniques are reviewed for efficiency and ways to make products essentially waste free. The concept views production as a mass balance equation more or less, with material inputs and outputs viewed as potential raw materials for recycling and reuse back into the manufacturing process. These "technical or biological nutrients" are recycled with no loss of quality to the product or repurposed for compost and consumption. This review often results in innovative new designs and ways of manufacturing that might not otherwise have been realized.

In other countries, such as Sweden, manufacturers will set up an industrial ecopark to assist with this mission. When there is no opportunity for a manufacturer to reuse their own waste streams, companies will team up with another company that can use them and site their manufacturing plants in the same ecopark.

However, in the USA there are a number of regulatory requirements that need to be considered to achieve this type of collaboration. With that consideration in mind, we will review the best practices of some companies that are state-side and what they are doing well in regards to their sustainability programs and reporting.

A report from Ceres, a not-for-profit organization focusing on sustainable businesses along with Sustainalytics, a firm measuring key performance indicators for sustainability, states that although there has been some leadership in sustainability for specific areas the progress made overall has been modest. The Ceres report highlights which companies are doing better in each respective area. (Confino, 2014).

## Board Leadership

Alcoa has greenhouse gas (GHG) emissions reductions and energy efficiency as part of their environmental stewardship definition. A fifth of executive cash compensation is tied to this goal along with safety and diversity goals.

Xylem is another company that has shown management accountability by appointing key senior executives that are held accountable for the companies' sustainability performance. The water technology provider has a sustainability steering committee and business risk committee that keeps their goals and communications moving forward.

Out of 613 companies reviewed, only 3 % of the best leaders in this category linked executive compensation with voluntary sustainability reporting targets that exceed regulatory requirements for greenhouse gas emissions. Only a third of the companies had board of directors' oversight on the sustainability performance goals, which is a fundamental component for affecting change within an organization. Visible management level oversight in the form of performance goal review, along with a posted environmental policy statement with CEO and CFO signatures, are ways to increase performance in this area.

## Stakeholder Engagement

PepsiCo presents its sustainability goals and strategies at its annual stakeholders meeting and discuss their challenges with climate change, water scarcity and public health in their annual report.

According to the Ceres report, a little over half of the companies are engaging investors on sustainability issues and performance. The top 3% use multiple approaches to bring the information to mainstream investors by communicating on sustainability performance and innovations at annual meetings, annual financial reports and directly discussing sustainability as part of agenda topics with shareholders. Company websites and social media are other platforms to communicate the goals and performance.

Less than 10% of the companies in the report engage stakeholders in the materials assessment process and the insights or innovations that have been realized. Although almost half of the



companies have a program that engages employees on the various sustainability issues, less than 10% of that number has a system in place throughout the company with any formal accountability metrics. One approach that is useful is having environmental goals as part of the performance review for the areas that actually impact various environmental reduction goals. The manufacturing, maintenance, administrative and R&D areas will then seek out



the EHS manager to ensure that they understand how their work affects the various environmental permits and sustainability goals for their company.

### Procurement

Starbucks is continuing its effort to reach its goal to ethically source 100% of its coffee beans, a goal they had set to accomplish by 2015. The company is working to engage with suppliers and local communities to accelerate investments in sustainable farming.

The Ceres report indicated that a third of the companies have some form of engagement with suppliers on sustainability performance, but only 14% have a formal supply chain program for review. Additional programs such as auditing their suppliers and point of origin of materials are ways to ensure awareness and possible opportunities in waste reduction, sustainability goals and product innovation.

### Water Risks

The report identified 103 of the companies as water intensive and out of that number about half assess water related business risks. A quarter of those companies are making water stressed regions a priority in conservation efforts. Depending on the business, this can include conservation, water quality and human health and watershed protection.

Coca-Cola is one company that has been working to improve the efficiency of its water usage and is planning a third-party evaluation of its water management to identify further improvements.

### Eco-Design

Life cycle assessments (LCA), sustainable materials and eco-design criteria are the hallmarks of reviewing the eco-design process. Philips, the healthcare, electronics and lighting company has been incorporating an eco-design process as part of its sustainability program for some time. In reviewing the process at the beginning of the design, cost savings, new innovations and better ways to design as well as waste reductions and energy efficiency are often discovered before the product is ever manufactured to scale.

Nike also integrates sustainable design across its product portfolio. In 2013, they created the Making app to allow the data in its materials sustainability index to be publicly available.

This app allows designers across the industry to make more sustainable decisions for their design to have a lower environmental impact.

It is at the eco-design phase that cradle-to-cradle considerations can be built into the design process to realize the greatest goal achievement in regards to sustainability and waste reduction.

### Human Rights

Johnson & Johnson, the pharmaceutical and consumer goods manufacturer has a detailed policy that incorporates these principles not just in its overseas operations and supply chain, but also to all of its workplaces. The company has a credo that clearly lays out their responsibilities to their employees, the environment and its stakeholders. They also have the Universal Declaration of Human Rights (UDHR), International Covenant on Civil and Political Rights and International Covenant on Economic, Social and Cultural Rights that address their policy on human rights.

More than half of the companies have codes of conduct for suppliers that address human rights as part of their supply chain process and questionnaire. However, 79% have no formal human rights policies for their direct employees such as an employee's right to freedom of association and collective bargaining.





## Biodiversity

The utility company PG&E has an environmental policy that references habitat and species protection and reports on these findings as it relates to their work.

The Ceres report shows that after evaluating 126 companies only eight had a formal policy on biodiversity. In light of the current rate of extinction of species, attention to biodiversity needs to be specifically addressed. This issue was particularly lacking in the food and beverage industry as well as the energy sector.

## Disclosure and Transparency

When it comes to reporting and communicating sustainability data, 93% of Global Fortune 500 companies publicly disclose information on their sustainability programs, goals and measurement metrics. On the global level, this is often a prerequisite for conducting business in other countries that have more progressive environmental regulations and policies in place.

However, the number drops significantly when we look at how many of those companies seek out third-party verification on their reporting systems. Lastly, the Ceres report shows that over half of the 30 oil and gas companies fail to publish any sustainability report despite their significant impacts.

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Confino, J. (2014). Best Practices in Sustainability-Ford, Starbucks and More. The Guardian.

McDonough, W., Braungart, M., & Hoyer, S. (2002). Cradle-to-Cradle: Remaking the Way We Make Things. North Point Press.

However, General Mills recently committed to a robust risk assessment process that is to be undertaken in partnership with a third-party. The goal is to sustainably source 10 of their grain commodities.

In summary, by building on the successes of other companies, sharing best practices and undergoing a third-party evaluation on how best to improve or start a sustainability program with goals that incorporate your individual business needs and brand image, companies can move ahead of the curve in realizing new product innovation, cost savings and stakeholder investments. Having a sustainability program in place not only assures success on the global scale but also locally in the communities where your company resides. When so many other competitors are already doing it, you may have to ask yourself- what's the price to not have a program?

For more information on getting started with a sustainability program, writing an annual sustainability report, or conducting an audit, Susan McKeever-Duys can be reached at 845-391-8360 x2605.



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# Summer WISE Camp Attracts Local High School Girls to Engineering



## Engineering Design and Applications Targeted to Female Students

**W**omen in Science and Engineering (WISE) at the State University of New York (SUNY) at New Paltz is a student group that consists of 95 females in the Sciences, Technology Engineering and Math (STEM) fields. This group was created in 2014 by Assistant Professor Dr. Reena Dahle, from the Division of Engineering Programs, to bridge all the ideas and support from different disciplines. This has created an active and strong network of female students and alumni that collaborate and rely on each other through their academic experiences and professional careers. Some of the programs and events run by WISE target several factors that result in female attrition including environment, grades, self-efficacy and self-confidence, high school preparation, and gender. One of these events, W.I.S.E Summer Engineering Camp, is a week-long camp that targets female students grades 9-12, and connects them to WISE counselors and WISE alumni. These WISE female members mentor, inspire and introduce the high school girls to the field of engineering.

The WISE Summer camp was created and designed to help dispense common misconceptions about engineering that prevent women from entering this field. Developed by Professor Dahle and WISE students, the program allows girls to explore, create and design with actual cutting-edge engineering applications. The students complete the program with exposure to engineering and a hands-on practical understanding of materials, problem-solving, design and process. Working with high schools to engage females in the engineering field could aid in increasing awareness of the field. Informing females of the diverse areas of study in the engineering field as well as encouraging more female students to take classes such as physics and calculus in high school helps boost their confidence when entering college as an engineering student. With the assurance of successes in classes and camps such as this camp, females feel more comfortable choosing an engineering major.

Gender and minority are key elements that contribute to women avoiding and/or leaving the engineering field. Some women find it challenging to thrive in an area where they feel isolated and outnumbered. Students in general feel comfort in similarity and unity, which is one of the reasons why this camp has been created specifically for female students. Programs such as Alliance for Minority Participation (AMP) and Collegiate Science and Technology Entry Program Community Program (CSTEP) as well as WISE are programs adopted by SUNY New Paltz to provide academic support and enrichment for students intending to major in the STEM fields.

Another unique aspect of this camp is the integration of art into the hands-on projects the camp participants are exposed to. Combining the study of art with engineering takes highly practical concepts and adds a visual component to it [2]. In a recent study on how to inspire the next generation of engineers, when girls and boys in grades 9 to 12 were asked what their favorite subject was, a significant difference was found. Results demonstrated that girls enjoyed art (57%) and music (41%), much more than the STEM subjects [1]. It has been shown repeatedly that female students respond exceptionally well to the creative facets of engineering. When they experience the creative aspects of design in engineering, an increased number of girls who favor art, but are less motivated about STEM, do end up considering engineering for a career [1]. Creativity and critical thinking in engineering are crucial for both invention and innovation of new technologies. Blending art with engineering provides the students with a fresh approach of seeing, interpreting and interfacing with technology and design [2]. As Professor Beren stated in a TED talk, “Art is everywhere around us and necessary for life. Art is not about being decorative, but a different way of communicating ideas, and could bridge the world of knowledge and insight” [3].

Many of the jobs that are most appealing to women in





The WISE Summer Camp winning team from Summer 2016 with their completed geodesic dome using rolled newspaper.

engineering are device design and designing experimental setups to test new advances in many of the engineering fields. Male students are more motivated through an understanding how things work, whereas a majority of females are more motivated by the creative applications of technology [1]. Female engineers also seek out opportunities to use creativity, ideation and iteration in solving engineering problems.

By combining the two fields of art and engineering, more creative thinkers and problem solvers result. Working on engineering problems from an art perspective puts the focus on creativity. Fusing engineering with art provides a deep understanding of materials and process. Moreover, working in art often involves more hands-on projects, a very visual process that allows the student to see the applications of what they are learning with an "instant satisfaction". Art education teaches

the kind of risk-taking and creative problem solving that can be applied to many engineering applications [5]. Female students have a strong need to express themselves. An experiential approach to engineering, interplay with the liberal arts, and program flexibility creates a very welcoming environment for these students.

In this five day camp, the participants will be exposed to hands-on projects that integrates mechanical engineering, computer engineering and electrical engineering with art. With the use of 3-D printing technology and conductive ink, the camp participants will create and design structures and learn how to control them through programming. Company tours are also included in the program including companies such as Global Foundries. These tours will expose the students to the different aspects of engineering and their true practical application, and will allow the students to see a physical example of what engineers do. The camp counselors are WISE students pursuing a degree in engineering and make excellent role models for the camp participants. This camp will be running July 31st till August 4th this summer at the Division of Engineering Programs at SUNY New Paltz. For more information about the WISE camp please visit: <http://wisewpaltz.wixsite.com/npwise/wise-summer-camp> or contact the WISE team at [npwisecamp@gmail.com](mailto:npwisecamp@gmail.com).

[1] The Institution of Engineering Technology, "Inspiring the Next Generation of Engineers: Understanding the perceptions of engineering that parents and young people have today and how we can change them," January 2016.

[2] D. Hockemeyer, "Blending Art with Engineering", Purdue Engineering Impact Magazine, Fall 2010. Available Online: [https://engineering.purdue.edu/Engr/AboutUs/News/Publications/EngineeringImpact/2010\\_2/IEIssue/BlendingArtWithEngineering](https://engineering.purdue.edu/Engr/AboutUs/News/Publications/EngineeringImpact/2010_2/IEIssue/BlendingArtWithEngineering)

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# A SUBMARINE FOR YOUR STOMACH

## A New Delivery System for Antibiotics?

**D**o you remember the 1966 science fiction adventure film *Fantastic Voyage* starring Donald Pleasence and Raquel Welch? For those who don't, the story concerns a group of scientists who are shrunk to microscopic size and enter the body of an ailing secret agent in a high-tech submarine in order to perform delicate lifesaving surgery on his

such drugs, they can cause a number of nasty side effects such as headaches, diarrhea, and fatigue.

So scientists at the University of California, came up with a device designed to both reduce stomach acid and deliver medication without the side effects. The swallowable submarine reacts with stomach acid to release tiny hydrogen bubbles. The bubbles move

it around the stomach, and a magnesium core reduces acidity as it goes. This is especially helpful in targeting ulcer-causing bacteria that hide out behind a layer of stomach mucus. Normal antibiotics don't actively penetrate that layer, but this device does.

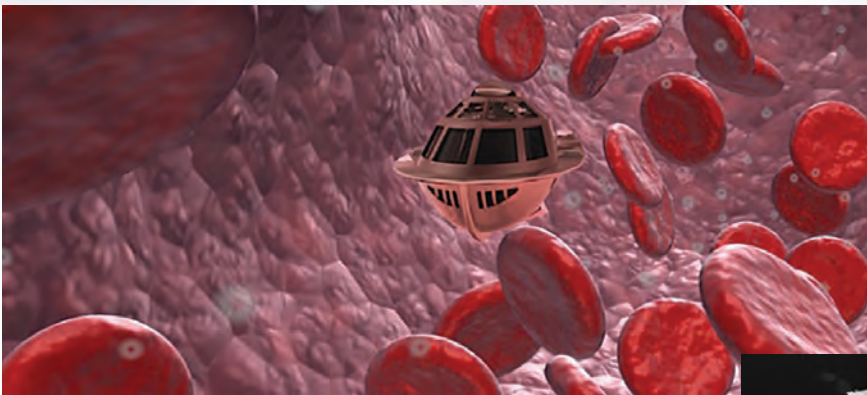
The tiny device is covered by a special polymer that is sensitive to changes in the acidity. Once the acid in the stomach is neutralized, the polymer dissolves and the submarines unload their antibiotic payload.

The micro-sub is only 20 microns across, about one-fifth the width of a human hair. "It looks like a mini submarine," Zhang said in an interview with NPR.

The study was led by Joseph Wang, the chair of nanoengineering at the University of California. He says that the way that the miniature submarine delivers the drug actually helps the drug work better. "This active movement of the carrier improved the therapeutic efficiency in addition to the neutralization of the stomach acid."

The device isn't ready for use in humans yet, but preliminary testing in mice shows that it's safe and effective, at least there.

For their part, the authors of the study think it could be a big improvement in drug delivery. While their device may seem farfetched to some, but given the incredible advances in technology we've witnessed in the past decade it is increasingly clear that the line between science fiction and science fact has been erased. Now the only question remaining is, when are they going to get around to miniaturizing people?



A clip from the *Fantastic Voyage* thanks to the *Museum Of The Moving Image*

brain. Well, we are nowhere near possessing that sort of technology, but soon the idea of a miniature submarine swimming around your body won't be classified solely as science fiction anymore. While the sub of *Fantastic Voyage* carried doctors to the patient's brain, this mini-sub will be headed to the stomach on its medical mission.

A tiny self-propelled drug-delivery device might someday make taking antibiotics safer and more efficient, at least that's what Liangfang Zhang, a professor at the department of nano-engineering at the University of California, San Diego, hopes. And while it won't be manned by miniaturized people, it is essentially a tiny submarine designed to scoot around inside a patient's stomach, fueled by the acid there. The study, which was announced in January, was inspired by an obscure, but no less pressing, medical issue.

Oral antibiotics are commonly prescribed life-saving drugs. When an antibiotic is swallowed, it takes a trip to the stomach, where there's lots of acid. Unlike ordinary foodstuffs that are supposed to be broken down in the stomach, the antibiotic's effectiveness can be severely impaired by the stomach acid, which can break the chemical bonds in the antibiotic and deactivate. So far the only way to keep this from happening was for a patient to take acid-reducing medications like Prilosec or Prevacid before they take their regular antibiotics. While doctors often prescribe



Scanning electron microscopy image of the micromotors. These tiny motors, each about one-fifth the width of a human hair, may someday offer a safer and more efficient way to deliver drugs or diagnose tumors.





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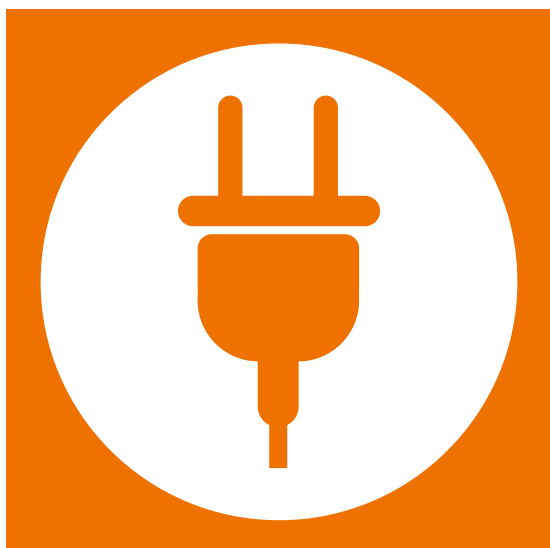
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