

American Society of Engineers of Indian Origin



18th Annual National Convention

THEME

Entrepreneurship And Intrapreneurship Strategies

2nd September 2001

HOSTED BY:

Michigan Chapter

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for another successful year

ASEI 18th Annual Convention



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September 2, 2001

Mr. Ramu Rammurthy
Co-Chairperson
American Society of Engineers of Indian Origin
Michigan Chapter
47790 Pavillon Road
Canton, MI 48188



Dear Friends:

I am delighted to offer my best wishes on the celebration of your 18th Annual National Convention. You can be proud of the many years of achievement in promoting the professional and business advancements of engineers in the Indian community throughout the United States.

ASEI has served to bring career and business support to engineers, helping them to advance in the industry sector and to develop entrepreneurships. This effort strengthens our economy and our communities.

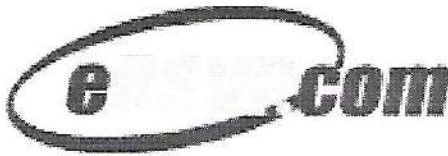
Best wishes for continued success and a great celebration.

Sincerely,

A handwritten signature in cursive script that reads "Carl Levin".

Carl Levin

CL/kd



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August 7, 2001

Dear Friends:

Welcome to the 18th Annual National Convention of the American Society of Engineers of Indian Origin. By providing career and business guidance, a system of networking, and the positive promotion of the image of India, the ASEI serves as a wonderful resource to assist members with career advancement.

The ASEI has demonstrated an impressive growth since its inception, spanning across the country and encompassing over 1,000 members. ASEI has certainly achieved its stated goal of "service to its members."

I welcome you to the convention and extend my best wishes on this occasion.

Sincerely,


Lynn N. Rivers

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September 2, 2001



American Society of Engineers of Indian Origin
Michigan Chapter
Livonia, Michigan

Dear Friends:

It is my sincere pleasure to welcome and support the members and chairpersons of your organization as you attend the 18th Annual National Convention at the Holiday Inn in our City.

I am sure that the theme of this year's convention, "Entrepreneurship and Interpreneurship – Strategies" will be very interesting and informative and that this gathering will serve to educate and inform the participants, allowing them to share their ideas with others in their profession from all around the country.

We are extremely proud of our City and are honored to be the 9th safest City in the United States, the most "Kid Friendly" suburban City, the 2nd largest City in Wayne County, and the 8th largest City in Michigan, amongst many other accolades. The Livonia Holiday Inn, the location of your convention, is one of our best hotels and is located near many wonderful attractions including beautiful Laurel Park Place Mall, Laurel Park and Livonia 20 AMC theaters, a variety of restaurants and our Greenmead Historical Museum and Village.

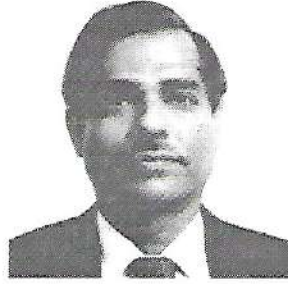
I hope that you will have an opportunity while you are here to enjoy a small portion of what our great City has to offer. We are pleased that you have selected Livonia for your national convention and hope that you enjoy your stay this weekend! We are very happy to have you here!

Sincerely,

A handwritten signature in black ink that reads "Jack E. Kirksey". The signature is written in a cursive, flowing style.

Jack E. Kirksey
MAYOR

Convention Executive Committee



Ravi Rout
Convention Chairman



Ramu Ramamurthy
Fund Raising Chairman



Gopal Mohanty
President, Michigan Chapter



Jagdish Agrawal
Awards/Recognition Chairman



Swati Rout



Baidehish Dwibedy
Publication



Jahana Jalil
Registration



Kash Prakash



Raj Raja



Savya Rafai

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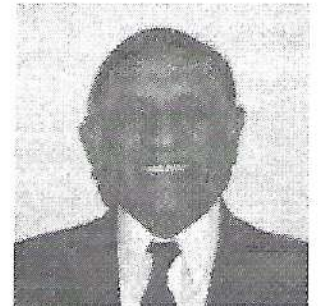
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Namrata Bobeja



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AMERICAN SOCIETY OF ENGINEERS OF INDIAN ORIGIN

VISION

ASEI TO BE:

- A nationwide network of engineers of Indian origin
- A forum to assist members in advancing their careers
- A facilitator of Technology Transfer between U.S.A. and India
- A national professional organization with the goal of "service to its members"

ASEI ACTIVITIES

CAREER ENHANCEMENTS

- Provide Career Guidance and Counseling
- Facilitate Networking
- Assist in Skill Development through continuing Education Courses and Technical Seminars
- Encourage PE registrations

STUDENT AFFAIRS

- Providing Guidance To Students
- Establish Merit Scholarships
- Assist in Practical Training And Job Placement

ORGANIZATIONAL MATTERS

- Establish a National Office
- Establish an Editorial Board and Publish Quality Newsletter
- Increase Membership

- Publish Membership Directory
- Increase Awareness of ASEI
- Facilitate Local Chapter Meetings

TECHNOLOGY TRANSFER

- Conduct Workshops on How to Transfer Technology to India
- Assist in Development of Rural India
- Provide Communication Channels for Retired Engineers
- Disseminate Opportunities in India for NRIs.

LIAISON WITH INDIA

- Establish working relationship with government and private organizations in India

CONVENTIONS & AFFILIATIONS

- Conduct Conventions throughout U.S.A.
- Cooperate with Other Professional Societies with Similar Goals.

LOCAL CHAPTER ACTIVITIES

- Conduct bimonthly meetings to promote discussion/participation on current events
- Communicate with ASEI National Office and other Local Chapters



MESSAGE FROM ASEI CHAIRMAN

September 2, 2001

It is a great pleasure and joy to welcome fellow members, guests, honorable speakers and Indian Ambassador to the 18th Annual National Convention of ASEI Members.

The definition of Engineering is planning, designing, constructing or building and putting all the pieces together to manifest the desired function. Persons who are involved in these functions are called "Engineers." In the past 40 years, since the Vietnam War, thousands of Indian engineers migrated to the US and they contributed in many engineering fields: In the 60's and early 70's (during Vietnam War) Civil, Mechanical, Electrical, Chemical, and Automobile; In the 70's and early 80's (during energy crisis) Power Plant, Structural Environmental; In the late 80's and 90's (during High Tech/Information Age revolution) Communication, Computer, Software, Hardware, Aerospace, Biotech and others.

During this period, the first generation of Indian American Engineers progressed and prospered individually and a few became entrepreneurs. This first generation has established a strong and sound base for the future Indian American Engineers.

Now, that we are at the threshold of the 21st Century, we can progress and prosper elegantly while sharing with others. At the same time, we can create an impact and have a voice in the main stream of America... This common goal can be achieved by the Mind Engineering - Engineering the Engineers' Mind using Metaphysics. The major components of Mind Engineering are:

- Collectively, we have to believe and have an attitude that we can make a difference.
- Collectively, we have to change the direction of our thinking and feeling, to create an abundance and prosperity while sharing with others.
- Collectively, we have to make new choices and decisions of **Entrepreneurship and Interpreneurship.**

The theme of this convention "**Entrepreneurship and Interpreneurship: Strategies**" is the first step in the right direction to accomplish the above goal.

Collectively we SUCCEED!

Vipin C. Mehta
Chairman of the Board



American Society of Engineers of Indian Origin (ASEI)

A NON-PROFIT, TAX EXEMPT ORGANIZATION, EST., 1983

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CONGRATULATIONS AMERICAN SOCIETY OF ENGINEERS OF INDIAN ORIGIN

on the eve of your
18th National Convention!

A.S.E.I. CENTRAL FLORIDA CHAPTER

A Message From The Convention Chair, 18th ASEI Annual Convention, September 2, 2001.



I extend my sincere and hearty welcome to all of you on this auspicious day of celebration the 18th ASEI National Convention, September 2, 2001.

On behalf of entire ASEI community I like to extend my sincere thanks to his excellence Ambassador Mr. Latit Mansingh for agreeing to be our chief guest and the Indian consulate general, Mr. Surendra Kumar to be our distinguished guest for the evening. Also I take this opportunity to thank Mr. Jeet Bindra for agreeing to be our Keynote Speaker for the evening.

Today is a great occasion to reflect on our past experiences and accomplishments of this organization. As a professional organization we have grown into a very mature and dynamic organization in promoting our missions throughout United States, and recently been successful in extending our horizon beyond our national boundary. We have become a truly an international organization with the opening of our sister chapter in Delhi, India in the year 1999. With this accomplishment, we are certainly keeping pace with true globalization of the world.

As you know, the organization was founded right here and over the years it has become a national organization with chapters through out the United States. We all should, therefore, feel proud of this achievement especially to host the 18th birthday of this organization right here in Michigan. I convey my sincere thanks to all ASEI ns from Michigan chapter and other chapters around the country for their support to make this event a very successful one. As a precursor to our mission in the new century, we have chosen the theme of this convention as Entrepreneurship and Intrapreneurship Strategies - two guiding principles to be successful in our lives. With the dawn of this New Millennium, the bond between technology and entrepreneurship has become stronger than ever. In order to highlight the complex inter-relationship between these two areas, we have invited subject matter experts to enlighten us with their wisdom and knowledge on this very relationship. I hope we all will learn a lot from the seminars arranged for the day and from the keynote speech in the evening. This will provide us with the wisdom we need to set our future direction and to take the oath for greater achievements for all ASEI ns in the New Millennium. I request you all to pledge your support to ASEI to make this oath a sweet and a must success.

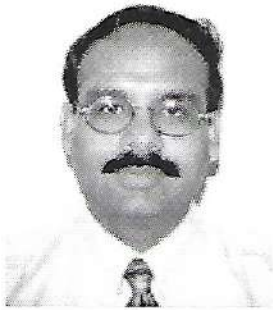
I would like to end this note with a salute to two entrepreneur who invented the most powerful technology: the non violence, and engineered the greatest virtues of mankind; the freedom and dignity for all mankind; The Great Mahatma and Reverend Martin Luther King Jr.
ASEI Michigan salutes the spirit of these two great leaders of our two great nations on this 18th birth anniversary of the organization.

With best wishes and cheers for New Millennium from the bottom of my heart to all of you.

R. K Rout
Ravi Rout
Convention Chair

ASEI Michigan Chapter

A MESSAGE FROM ASEI MICHIGAN CHAPTER PRESIDENT



I welcome you all to celebrate the 18th Annual National Convention on September 02, 2001. I feel very honored to serve you all as an executive member for last 3 years. During this period, we have held several technical seminars, technical exchange meetings, and regional conventions. However, 18th Annual National Convention is different. It invites guests from all over the USA and its sessions have broader scope. Further more, student session is a unique addition. I am sure the guests will enjoy the convention. This is possible because of a few dedicated individuals who work passionately undermining their personal agendas when needed. I, sincerely, thank them.

Under the auspice of the national chapter Michigan local chapter is completing its 18th year. Each and every ASEI member deserves a big pat on his or her back for standing up against all odds and challenges over these years for not only keeping alive the true spirit of this organization but taking it to the new millennium with greater enthusiasm and vigor. As a precursor to setting our mind for the future, we have chosen the theme of this convention as Intreprenurship and Intraprenurship Strategies. We celebrate this occasion mainly for three reasons: acquire knowledge, do networking, and have fun. Hope, you will have a very fulfilling day.

I also take this opportunity to thank all the founding members for their visionary outlook and noble effort to provide a platform and a forum for engineers of Indian Origin to network, mentor, and know each other professionally. I further extend my sincere thanks to all the life members, and the national chapter for their support for the success and growth of this organization. I request them to continue to lend their support financially and morally to ASEI Michigan chapter in the future.

At conclusion, I sincerely thank all the individuals and the organizations who have sponsored this event.

With Best Wishes,

Gopal P. Mohanty

over 20 years

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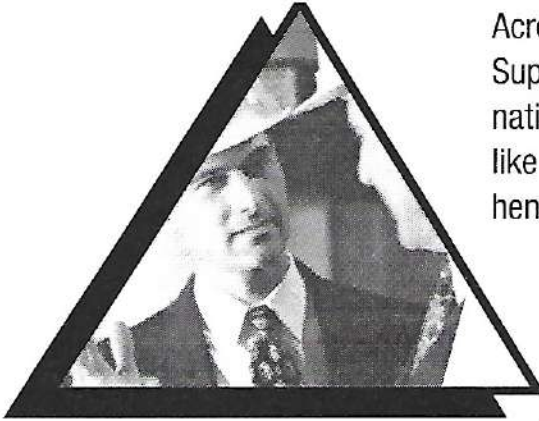
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STATE OF MICHIGAN
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JOHN ENGLER
GOVERNOR



September 2, 2001

Dear Friends:

As Governor of the State of Michigan, it gives me great pleasure to extend greetings to everyone gathered for the 18th Annual National Convention of the American Society of Engineers of Indian Origin (ASEI).

I would like to take this opportunity to commend the members of this outstanding professional organization for your ongoing contributions to our state. Your efforts to rebuild towns devastated by natural disasters, clean up the environment, assure safe, clean and efficient sources of energy, and design information systems have certainly made a tremendous impact on our nation. Please know that your hard work, dedication, and expertise are very much appreciated. It is my hope that you will continue the ASEI's fine tradition for many years to come.

Once again, thank you for your outstanding service. Please accept my best wishes for an enjoyable evening.

Sincerely,

John Engler
Governor

About Ambassador Mr. Lalit Mansingh



Mr. Lalit Mansingh assumed the position of India's Ambassador to the United States on March 15, 2001. Prior to his appointment as the Ambassador of India to the United States, Mr. Mansingh has served as India's Foreign Secretary and High Commissioner to the United Kingdom. He was earlier in Washington, DC as Deputy Chief of Mission during 1989-92.

Ambassador Mansingh has had a distinguished career in the Indian Foreign Service since June, 1963. He has been High Commissioner to Nigeria (1993-95) and Ambassador to the United Arab Emirates (1980-83). He has also served in various diplomatic capacities in Geneva, Afghanistan and Belgium.

At headquarters, Mr. Mansingh was Dean of the Foreign Service Institute and has served as Director-General of the Indian Council for Cultural Relations and in the Ministry of Finance.

Born on April 29, 1941, Mr. Mansingh graduated with honours in History and obtained his Master Degree in Political Science. He is married to Indira, a senior media professional. The Mansinghs have two children.

About Keynote speaker Mr. Jeet S. Bindra



Jeet S Bindra is the President of Chevron Pipe Line Company in Houston, Texas. He is responsible for both domestic pipeline operations and for international pipeline projects.

Jeet joined Chevron in 1977 as a Research Engineer. Over the next several years, he assumed positions of increasing responsibilities and managed several large U.S. and non-U.S. refining, chemical and upstream projects. He also served as Chief Engineer for Chevron's El Segundo Refinery and as Manager of Strategic Planning for Chevron Corporation.

Jeet has served on boards and committees of many professional organizations, including American Petroleum Institute, Construction Industry Institute and the Business Round Table. He is a member of the American Management Association and the American Institute of Chemical Engineers. He is currently serving as Chairman of the Board of the Indian American Leadership Center and a member of the University of Washington, College of Engineering Visiting Committee.

He has been featured speaker at many conferences including the National Society of Black Engineers (2001), South Asian Political Awareness Conference (2000), South Asian Students' Alliance (1999), and Society of Hispanic Professional Engineers (1998).

Surendra Kumar, Consul General of India, Chicago

After obtaining Master's degree in History and Culture from Allahabad University, one of premier universities in India, joined Indian Foreign Service in 1972. Began his diplomatic career abroad in Latin America and served in India's Missions in Mexico City and Santiago in Chile. Then shifted to Hong Kong to work as the Head of Trade and Commerce Wing of the Indian Commission from 1978 till 1981.

During his stint at the Ministry of External Affairs, Mr. Kumar was Dy. Head of the East Asia Division looking after India's relations with China, Japan, South Korea, North Korea, Hong Kong and Mongolia. He paid visits to these countries except Mongolia as part of off~cial delegations. He has also participated in "Indo-Chinese Border talks" several times.

He served as the head of the Political and Admn. Wing of the Indian Embassy in Damascus, Syria from 1984 till the middle of 1987 closely monitoring the Arab Israeli peace negotiations, political developments in Syria and Lebanon as well as the Palestinian struggle for their independent state.

From late 1987 till beginning of 1991, served as the Head of Press, Information and Culture Wing at the Indian High Commission, London, closely working with the British and Indian media, both electronic and print media. Also, interacted with the prominent Indian community associations and British and Indian cultural organisations/art galleries/museums, Indo/British Parliamentary group, Royal Commonwealth Society, International Institute of Foreign Affairs, School of Oriental African Studies, London University and the Quakers.

Served as India's Ambassador to Mozambique concurrently accredited as High Commissioner of India to Swaziland resident in Maputo and subsequently as India's Ambassador to Libya concurrently High Commissioner of India to Malta for over five years before joining the Indian Consulate in Chicago as the Consul General in February 2000.

Has been contributing articles on culture/media/international affairs to Indian and foreign publications from time to time.

Has wife; their son who graduated from the London School of Economics and daughter who graduated from the Cambridge University are presently doing apprenticeship in London.

ASEI 18TH ANNUAL NATIONAL CONVENTION AGENDA

- 9:30 AM **Convention Registration**
- 10:00 AM **Youth Session I** Chair: **Namrata Boveja**
- Effective Communication
Justin Ryan, Management Consultant,
Dale Carnegie Training, Michigan
 - Rapid Growth of e-learning
Puja Singhal, Student, *University of Maryland*
 - Internet Contribution to Business
Nikita Nanavaty, Student, *University of Maryland*
 - Internship Experience
Gagan Nagi, Student, *University of Maryland*
- 11:10 AM **Break**
- 11:20 AM **Youth Session II** Chair: **Namrata Boveja**
- Student Internship
HR Representative, *General Motors*
 - Job Negotiation Skills
Roger Rathi, ESQ., *Law Offices of Roger Rathi, P.C.*
- 12:00 PM **Lunch Break**
- 1:00 PM **Session III: Business Strategy** Chair: **Savya Rafai**
- Problem Solving
James T. Low, Professor, Department of Marketing,
School of Business Administration, *Wayne State University*
 - What's next for the digital entrepreneurs?
Ajay Arora, Founder and CEO,
eRSVP.com, New York
 - The Formula of Success for Entrepreneurs
Perry Mehta, Vice President of Engineering and IT,
Lakeshore Engineering Services Inc.
- 2:15 PM **Coffee Break**

- 2:30 PM **Session IV: Technical Strategy** Chair: **Raj Raja**
- E-Learning
Dr. Yogi Anand, Professor, Department of Computer Science,
Oakland University, Detroit, Michigan.
 - Six-Sigma - Tool to achieve Excellency in Quality
Dr. Deepak Goel, Chief Engineer,
Ford Motor Company, Dearborn, Michigan
 - Total Quality Management (TQM) - What and Why
Nirdosh Reddy, Founder and CEO, *Annar Inc.*
- 3:45 PM **Coffee Break**
- 4:00 PM **Session V: Scientific Approach To Spiritualism**
- Silicone Valley to Crystal Temple
Vipin Mehta, Founder and CEO,
Mehta Associates, Inc, Winter Park, Florida
- 6:00 PM **Social Hour** - Networking and Professional Exhibits
(Indian Snacks, Beverages and Cash Bar)
- 7:00 PM **ASEI 18th Annual Banquet**

BANQUET PROGRAM

Master of Ceremonies - **Ms. Swati Rout and Ms. Puja Singhal**

- 7:00 PM Evening Banquet Agenda (MC)
Welcome Address - **Ravi Rout**, Convention Chair
Michigan Chapter President's Address - **Gopal Mohanty**
National Board Chairman's Address - **Vipin Mehta**
- 7:20 PM Chief Guest Address
His Excellency Lalit Mansingh, Ambassador of India
- 7:40 PM Keynote Address,
Jeet Bindra, President, Chevron-Texaco Pipe Line Co.
- 8:15 PM Sponsorship - **Ramu Ramamurthy**. Convention Co-Chair
- 8:20 PM Awards & Recognition – **Jagdish Agrawal, Ruplu Bhattacharya,**
Jahan Jalil
- 8:30 PM Dinner - Indian Buffet
- 9:15 PM Musical Entertainment - **M.R. Surendran and Party**
- 11:00 PM Vote of Thanks - **Gopal Mohanty**, President, Michigan Chapter



ASEI CHAPTERS



DETROIT, MICHIGAN, CHAPTER

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 Treasurer: Jagadish Agarwal
 Secretary: Jehana Jalil
 Seminar: Ramu Ramamurthy
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NOTES

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Speakers Information Center

Title: Problem Solving Tool for Entrepreneurs & Interpreneurs: TOC (Theory of Constraints)



JAMES T. LOW

Associate Professor of Marketing,
Certified Jonah, 1989, 1992
APICS, CPIM Certification in Production & Inventory Management, 1990

Academic Degrees:

Ph.D., University of Michigan 1977, MBA, University of Michigan, 1971 & BA, University of Michigan, 1965

Publications & Presentations:

- "Using Drum-Buffer-Rope With Multiple, Time-Varying Constraints", 1998, American Production and Inventory Control Society (APICS) International Conference and Exposition.
- "Using Theory of Constraints to Teach Supply Chain Management in the Manufacturing and Marketing Classroom", 1998, Proceedings of the Society of Manufacturing Engineers (SME) International Conference on Education and Manufacturing.
- "How Did Traditional Costing Lose Its Relevance?", 1995, Cost Management Insiders Report.
- "Throughput Accounting as an Alternative to Cost Accounting", 1995, Videotape Proceeding Series, North Atlantic Jonah Upgrade Workshop.
- "Linking Manufacturing Capacity with Purchasing and Marketing", 1995, Proceedings of the National Conference on Optimizing Plant Capacity.
- "Achieving World Class Improvement Through Constraint Management, Part I and Part II", 1995, Proceedings of the National Conference on Optimizing Plant Capacity.
- "World Class Productivity Improvement Through Constraint Management", 1995, Proceedings of the 1995 SAE International Congress & Exposition, Society of Automotive Engineers.

Title: What's next for the digital entrepreneurs?

AJAY ARORA — Founder, eRSVP.com

Ajay began his career at New York University's Stern School of Business. While pursuing a joint degree in information systems and accounting at Stern, Ajay worked full time in the school's Computer and Network System. During that time he helped to develop and implement the Stern School of Business LAN/WAN infrastructure.

In 1996, Ajay founded the consulting firm Web Design House, Inc. ("WDH"). As a WDH consultant Ajay was involved in creating several web sites. In 1998, utilizing his extensive experience in network infrastructure, database designs and product development, Ajay started to build eRSVP.com, the response management tool for event planners, associations and non-profit.

Title: E-Learning



YOGI ANAND

Yogi Anand is the principal of his consulting practice ANAND Enterprises based in Rochester Hills MI. His areas of interest are ... Computers, Education, Engineering, and Networking. Yogi's basic education was in India, and he got his Doctorate in Engineering from University of Detroit in 1972. He is a Fellow of the American Society of Civil Engineers. He is a member of the honor fraternity Chi-Epsilon. He is also a member of the adjunct faculty in the School of Engineering and Computer Science at Oakland University. Yogi has been quite active professionally -- he is former President of American Society of Civil Engineer's Southeastern Michigan Branch, and also Michigan Section. He is a long time member of American Concrete Institute. He is a founding member, and former

National president of ASEI. Yogi is married -- his wife Rathna is a semi-retired Physician, and his daughter Lara, and son Martin are still not done with their university studies. He lives in Rochester Hills, Michigan.

Title: Effective Communication

JUSTIN F. RYAN



Management Consultant and Certified Trainer
Dale Carnegie Systems, Inc.
Livonia, Michigan

Justin's passion for communication began during his upbringing in Metro Detroit, when a 17 year-old Justin faithfully studied the radio personalities in Detroit. Until one day, when he finally had the courage call his favorite personality during an on-air communication contest. Sixty seconds later, Justin had won his first contest, and 96 bucks to boot!

From that point on, Justin told himself: "We can all get over this nervousness, and use effective communication as our ally!" Now, his passion is to help others conquer the #1 fear in the world....Public Speaking. And he has helped hundreds of professionals do just that.

Justin completed his B.A. in Communication at Oakland University in Rochester, Michigan. His career with Dale Carnegie began in 1999 when he discovered: "Wow, this public speaking stuff can actually be fun!" Prior to Carnegie, he worked as a Technical Recruiter in the automotive engineering industry and as an Account Supervisor for a Detroit marketing firm. Justin also enjoys his involvement in the hockey and broadcasting communities in Detroit, most recently with the Detroit Vipers. He resides in Rochester Hills.

Title: Scientific Approach To Spiritualism

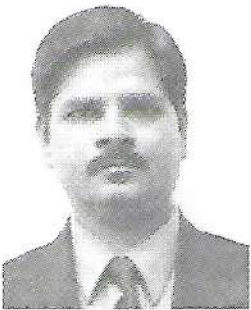
VIPIN MEHTA



Vipin Mehta has been involved with Metaphysics and Spirituality since his college days. He continues to pursue knowledge, understand and apply the teachings of such Spiritual Leaders as the Mahatma Gandhi and his spirituality in politics, Krishnamurthy's teachings of human emotions in life, Ravindranath Tagore's mystical poems, Osho Rajneesh's Spirituality and Mysticism, and Metaphysics and New Age Spirituality of LAZARIS (Non-physical entity). In 1976, Vipin and his wife, Hansa, established the Rajneesh Amrito Center in Chicago. Then in 1991, they started the New Era Spiritual Center to enhance Traditional Spirituality by relating and transforming it to the New Age Spirituality of the 21st Century.

Title: The Formula of Success for Entrepreneurs

PARIMAL (PERRY) MEHTA



Vice President, Engineering & Information Technology for Lakeshore Engineering Services, Inc. (LES).

Upon completion of his Bachelor Degree in Civil Engineering from Regional Engineering College of Surat, India, Perry served the State of Gujarat in the water & sewerage department during the severe water scarcity time in mid 1980. His services with the state department was recognized by the Indian

government, Mr. Sam Pitroda, and the World Health Organization under the project "Water for World".

He completed his Masters Degree in Environmental Engineering at the University of New Haven in Connecticut. During his studies he was awarded the most outstanding international student of New England colleges.

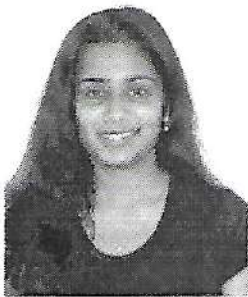
In 1994, Perry founded a company named "Future Generations Pvt. Ltd" in Ahmedabad, India to provide computer education to the public school students from grade 1 to 12. Currently, he serves as the Managing Director for the company, which provides computer education to approximately 20,000 students in Ahmedabad, India.

In 1998, Perry joined with his long time friends Avinash Rachmale, Thomas Hardiman and Dr. Avi Joshi to strengthen the team of Lakeshore Engineering, professional consulting engineering company. LES is a solution provider for Engineering, Environment, and Information Technology. In last 3 years, Perry has played a key role in making LES from a 20-employee organization to a 100-employee company. LES is the fastest growing Indian owned engineering firms in Michigan. Also, LES is nominated as the "Corporation of the Year Award for 2001" by Michigan Minority Business Development Council.

Perry has been very active in the Indian and Minority community and has assisted several social and professional organizations in hosting different events. Recently, he was honored by the Lions Club and the US-Indo Chamber of Commerce to speak in front of a large group of young professionals. Perry also delivered a speech to resolve the pollution issues to a large group arranged by the Association of Textile and Chemical Manufacturing.

Title: Rapid Growth of e-learning

PUJA SINGHAL



Puja Singhal is the president of the ASEI-UMCP chapter. She is an undergraduate student at University of Maryland – College Park, and double majoring in Computer Science and Applied Mathematics. She is currently doing an internship with GE Global eXchange Services. At her internship, Puja is working on converting a web-based training platform to a Java based system, and designing interactive learning applications with the use of Macromedia's Authorware. She is A+ and Network+ certified, and is working towards attaining her MCSE 2000 certification. In her spare time, Puja enjoys playing tennis, watching movies, and writing poetry.

Title: Six-Sigma - Tool to achieve Excellency in Quality

Dr. DEEPAK GOEL



Dr Deepak Goel graduated from the Syracuse University with PhD in 1978. He is currently the Electrical Chief Engineer for Ford Trucks in North America. He has held several engineering and management positions at IT&T, Wang Labs, Ford Microelectronics, Ford –Electronics division and Ford Motor Company. His experience also includes teaching stints at Bridgeport University and University of Colorado in Colorado Springs. Deepak has managed Ford's embedded software development, electrical energy management/Power Supply, automotive EMC, restraint electronics, chassis electronics and he was also responsible for starting Ford's 42Volts/ISG initiative and Ford's tire pressure monitoring task force. Prior to coming to Michigan, Deepak was the Director of CAE at Ford Microelectronics in Colorado and the manager of the CAE at Wang labs in Massachusetts. Deepak is married and lives with his wife and 2 daughters in Ann Arbor, Mi.

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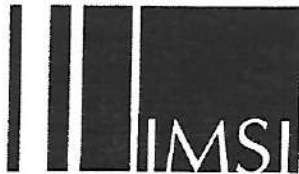
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Climbing the Corporate Ladder: Reflections of a Minority Manager

Remarks by

Jeet S. Bindra

President, Chevron Pipe Line Company

As delivered to the

Society of Hispanic Professional Engineers

20th Annual National Technical and Career Conference

Orlando, Florida, February 6, 1998



My name is Jeet Bindra, and I am currently the president of Chevron Pipe Line Co.

I emphasize that for two reasons. One, to demonstrate that it's possible for a non-Caucasian to climb to the level of president in a major U.S. company. And two, because I like to remind myself occasionally of just how far I've come.

When Chevron's Dave Steele talked to this organization three years ago at your annual conference in Denver, he talked about the importance of building bridges — bridges between companies, between companies and consumers and between individuals. He also emphasized the importance of building bridges to management.

Today I would like to revisit that theme, because it fits nicely with one of your strategic goals — promoting upward mobility of Hispanics in management. And while I am obviously not Hispanic, I feel a certain kinship toward this group — and Hispanics in general — because I am often mistaken for someone of Hispanic heritage.

So if you will allow me to declare myself an honorary Hispanic for the

duration of my speech, I would like to tell you the story of my own upward mobility. I hope that you'll find it interesting and possibly even helpful in charting the course of your own career into management.

My story is very simply the story of a poor Indian boy who left his country and came to America to pursue his dreams in "the land of opportunity."

It was not easy. To get where I am today took a lot of hard work and perseverance.

That may sound like a plot for a low-budget Hollywood movie, but you have to understand that, for me, America really has turned out to be "the land of opportunity." The fact that I am standing here today is proof of that. But it was not easy.

To get where I am today took a lot of hard work and perseverance — something I'm sure many Hispanics and other

minorities can relate to, especially those in my age group. As I tell my story, I hope you will hear something familiar. And perhaps you'll find that we share some common experiences.

I was born in the holy city of Varanasi, which is located on the Ganges River in north central India.

My family was poor, but I never felt deprived. Like many people in India, my father worked for the government all of his life. When he retired in 1969, he was making about \$90 a month. That was chicken feed even in those days. But somehow my parents were able to clothe, feed and raise a family of five children on that meager amount of money.

Our meals were simple. Lunch usually consisted of vegetables and bread. For dinner we were often treated to something special, like beans and bread.

I attended public schools because my parents couldn't afford the private schools. From the first grade through the sixth grade, I sat on the floor and used a thin bamboo stick as a writing instrument.

Despite that rather humble beginning, I became a good enough student to

ultimately receive a government scholarship to attend college.

I graduated from the Indian Institute of Technology in Kanpur in 1969, the same year my father retired. He probably figured that since I now had a college education, he didn't have to support me anymore. But it soon became apparent that an undergraduate degree would not get me where I wanted to go. It was also apparent that I would have to leave India in order to get a quality post-graduate education.

Like others from around the world, I chose to come to the United States for that education. Although I applied to four or five universities, I decided to accept a research assistantship in the Department of Chemical Engineering at the University of Washington. Only one obstacle stood in my way — I didn't have enough money to get there. So I had to take out a loan just to cover the cost of my airline ticket.

I landed in Seattle in September 1969 with just eight dollars in my pocket. You can't buy much in Seattle for eight bucks, even back in those days. The research assistantship paid for tuition, books and room and board.

I was able to make a little extra pocket money by working as a cook at a local Indian restaurant. I didn't consider that much of a hardship, however, because cooking remains to this day one of my true passions.

In spite of working and even getting married, I managed to complete my master's degree in chemical engineering within 15 months — I had more energy in those days.

After getting my degree, I returned to India with my new American wife and went to work. Although I rose to the level of general manager in one of the two companies I worked for there, I found the business environment in India extremely frustrating because of the stifling bureaucracy, the lack of career opportunities and the intolerable corruption that permeated all levels of business. All these things played a part in my decision to return to the United States. So I bundled up my wife and my young son and flew off once again to Seattle

with just a few hundred dollars in my pocket. This was early 1977.

We lived with my in-laws while I searched for a job through the university's placement center. I was soon offered a position, thank goodness, at Chevron Research Co.

Although I had a job, it started out as kind of a good news/bad news situation. The good news was it was nice to be earning a living again. The bad news was my past work experience didn't count. So I had to start as if I were a rookie engineer with a new master's degree.

I began working in Chevron's Environmental Engineering and Research division on April 1, 1977. And, yes, I really did get the job. Chevron wasn't playing an April Fool's joke on me. Maybe the joke was on Chevron — I'm not sure.

Although I was grateful to be gainfully employed, I quickly determined that research and development wasn't my cup of tea. I discovered that project management was what really intrigued me. But I had no expertise or experience in that field. So what did I do? I took advantage of that uniquely American opportunity to reinvent myself.

I took advantage of that uniquely American opportunity to reinvent myself.

I enrolled in an evening MBA program at St. Mary's College near San Francisco and graduated with honors in 1979. Shortly thereafter, armed with masters degrees in chemical engineering and business, I requested a transfer to Chevron's Project Management group. Lo and behold, my request was granted.

At that point in my career at Chevron, my talents had been recognized and they were still propelling me up the career ladder. It was after I had received a couple of quick promotions that I hit a barrier — a barrier that all of a sudden prevented me from climbing higher on the ladder to a possible position in upper management.

The Chevron of 20 years ago was a very conservative company. "Conservative" in this instance means that Chevron wasn't exactly on the cutting edge when it came to promoting women and minorities into management positions. You didn't have to be clairvoyant to see it.

Just a quick look around showed you that the halls of management were decked with white, Anglo-Saxon males dressed in three-piece, pin-striped suits and shiny, wing-tipped shoes. One of them took me aside one day and offered me some friendly advice.

He told me that because I looked different, dressed different and spoke with an accent, I would be lucky if I made it into middle management before I retired. By the way, I am a Sikh, so I was wearing a turban at the time.

Looking back, I'm sure this gentleman thought he was doing me a big favor so I wouldn't harbor any unrealistic career expectations. I remember thinking: Don't judge me by the color of my skin or my accent or the kind of food I eat or whether my name is Bindra or Wong or Gonzales, for that matter. What I told him was, "Please judge me on my performance and what I bring to the table." I left his office muttering a few well-chosen expletives under my breath.

He probably thought I was terribly naïve. Perhaps I was, because I decided to take his unsolicited advice as a challenge rather than an insult. I was determined to prove him wrong.

He and other members of Chevron's management at the time expressed several reservations that might have an impact on their decision to promote me to a senior management position. How effective would I be in leading a group of white male subordinates? How well would I relate to the public in the various areas where Chevron had operations — San Francisco, for instance, or Pascagoula, Miss., or Midland, Texas, for that matter? Would the public accept me, or would they hesitate to work with me? Would promoting Jeet Bindra help or hurt Chevron's business?

I would like to tell you that the members of Chevron's management at the time were struck by a sudden epiphany.

But the reality was that it took a combination of personal initiative and a gradual change in the culture of the corporation for me to be elevated into the ranks of upper management.

Along the way, I took every opportunity to shatter the myths about minorities and women that people in the company held at that time. You've heard them all before. Minorities are lazy. They can't seem to finish a task on time. They can't communicate properly or sell their ideas. And perhaps most insulting, they can't make decisions.

Nirvana is the Hindu word for the place where we are free from life's trials and tribulations. And although I take a great deal of satisfaction from my personal success at Chevron, we obviously haven't achieved nirvana yet when it comes to achieving true diversity in corporate America — and that includes Chevron. Management reservations, such as those I experienced in the 1980s, won't magically disappear from the day-to-day realities of American business any time soon.

But I want to make something absolutely clear here. The Chevron of 20 years ago is not the Chevron of today. Chevron has made and is continuing to make huge strides in creating an all-inclusive business organization. We are making a concerted effort to hire and maintain a truly diverse work force — one that accurately reflects the diverse customers we serve worldwide.

One of our core values states, "We value the uniqueness of individuals and the valuable perspectives they provide. We promote diversity within our work force and have an inclusive environment that enables each of us to fully participate and contribute." These are not just words on paper.

Chevron has increased the overall number of its minority employees by 7 percent since 1990, even though we've reduced our overall work force by more than 25 percent over that same period. Twenty-eight percent of all professionals hired by Chevron over the last four years have been minorities. That exceeds both the percentage of minorities in American society today as well as the average

employed in American business. However, you might say, "What about management positions?" Well, things are improving there as well.

Only a few years ago, for instance, we had no women or minorities on Chevron's Corporate Management Team. Today, this team of 42 individuals includes eight of us. And while eight out of 42 is not ideal, we hope that the number will grow significantly over the next five years.

It's important to note here that Chevron's chairman, Ken Derr, has instructed all of his senior managers — including me — to prepare and execute personal diversity action plans. And mine is very aggressive, I can assure you. Mr. Derr has also tied a portion of our pay to the successful implementation of these plans.

The brass ring is closer than ever before. You just need to position yourself to grab it.

Why is Chevron trying to attract top-notch minority employees? One big reason is we now realize that a diverse team of professionals helps contribute to the debate. A diverse team actually enhances solutions to business problems rather than being a detriment.

A second reason is Chevron is fast becoming a truly international company with operations in more than 20 countries around the world.

The background of people like you and me, which used to be overlooked or even considered a liability 15 or 20 years ago, is truly an asset today.

As the pool of potential employees becomes more and more diverse, we are beginning to realize that a larger percentage of top talent is female or minority or sometimes both. So what does all this mean to minorities who want to move up? It means that the brass ring is closer than ever before. You just need to position yourself to grab it.

Some people believe that if you are a woman or a minority, you have to work

harder than your white male colleagues if you want to make it into management. My view is go ahead and assume that if that's what it takes to make you more competitive. But none of us can afford to believe that we deserve to get ahead just because we are a minority or female.

You need to demonstrate that you can add value to the business. Then no one will be able to ignore your contribution. You need to seize every opportunity and make the best use of your talents and the resources available to you.

Early in your career, you will probably interact with a wide variety of professionals wherever you work. Take every opportunity to communicate your professionalism. Treat all people as though someday they will be in decision-making positions that could impact your future. A good first impression can go a long way toward being selected for that next important position. And don't socialize only with those who are like you. Join the mainstream. I happen to believe you can do that without losing your cultural identity. You can join the mainstream and keep your individuality, your background and your culture. I don't feel any less Indian because most of my colleagues are white.

If you want to succeed in this society you must contribute your fair share as a part of the mainstream. So broaden your network.

Also, don't think that you've learned all there is to learn. You need to dedicate yourself to a process of continuous learning to position yourself at the cutting edge and remain competitive throughout your career. For me, going back to school and continually looking for other ways to expand my knowledge has made all the difference.

When I started work, almost all employees figured they would complete their careers with the company they started with. That certainly is proving to be the case for me. But it's not going to be the case for many of you. Most of you will change jobs several times during your working life. But whether you start and stay with the same company or move around, your reputation will follow you. You need to make a conscious effort to

create a positive legacy of professionalism the instant you start working. Such a legacy will give you a solid base on which to build your reputation in any new organization.

Also, as you embark upon your career, look for a mentor — someone who can help you with the nuances of the organization. As you grow with the company, you should also become a mentor for those who are coming behind you.

Set yourself tough but achievable goals. Don't let anyone tell you that you

can't achieve this or that. Learn from your failures, and don't make the same mistake twice. And last, but not least, make sure that you stop occasionally to celebrate your successes. That will help to keep you motivated and energized to continue working at your full potential and — perhaps someday — to make it to the top.

I am 50 years old now, so I'll probably be retiring in 10 to 15 years. By that time, I expect to see many of you serving as senior executives in companies like Chevron.

And when I pick up *The Wall Street Journal*, I'll read more and more articles about men and women with names like Gonzales, Martinez, Rodriguez — and possibly a Patel or a Bindra as well. So accept the challenge, shoot for the moon and enjoy the ride.

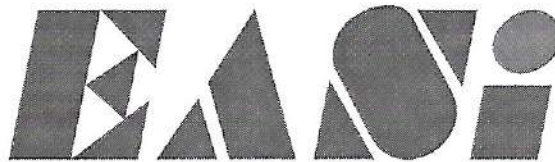
I'll close with a comment a friend of mine made after I became the president of Chevron Pipe Line. "Jeet," he said, "If you can make it to the top, just imagine what someone with some real talent could do!"

Thank you. □



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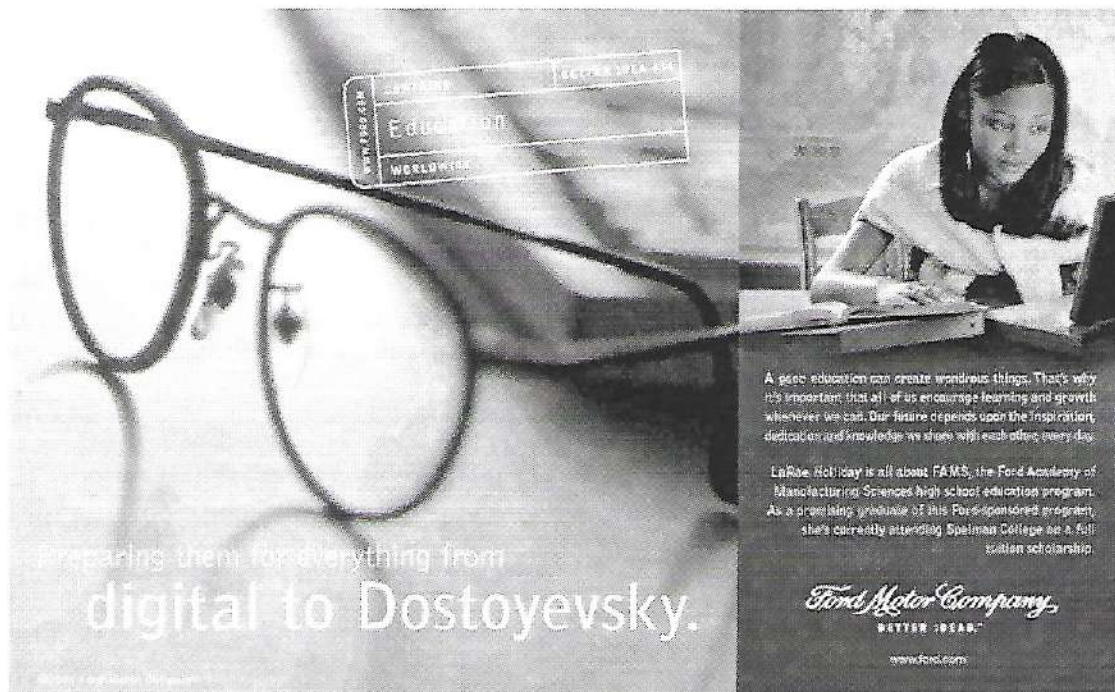
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LaRae Holiday is all about FAMS, the Ford Academy of Manufacturing Sciences high school education program. As a promising graduate of this Ford-sponsored program, she's currently attending Spelman College on a full tuition scholarship.

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Summary of Previous ASEI Conventions and Themes

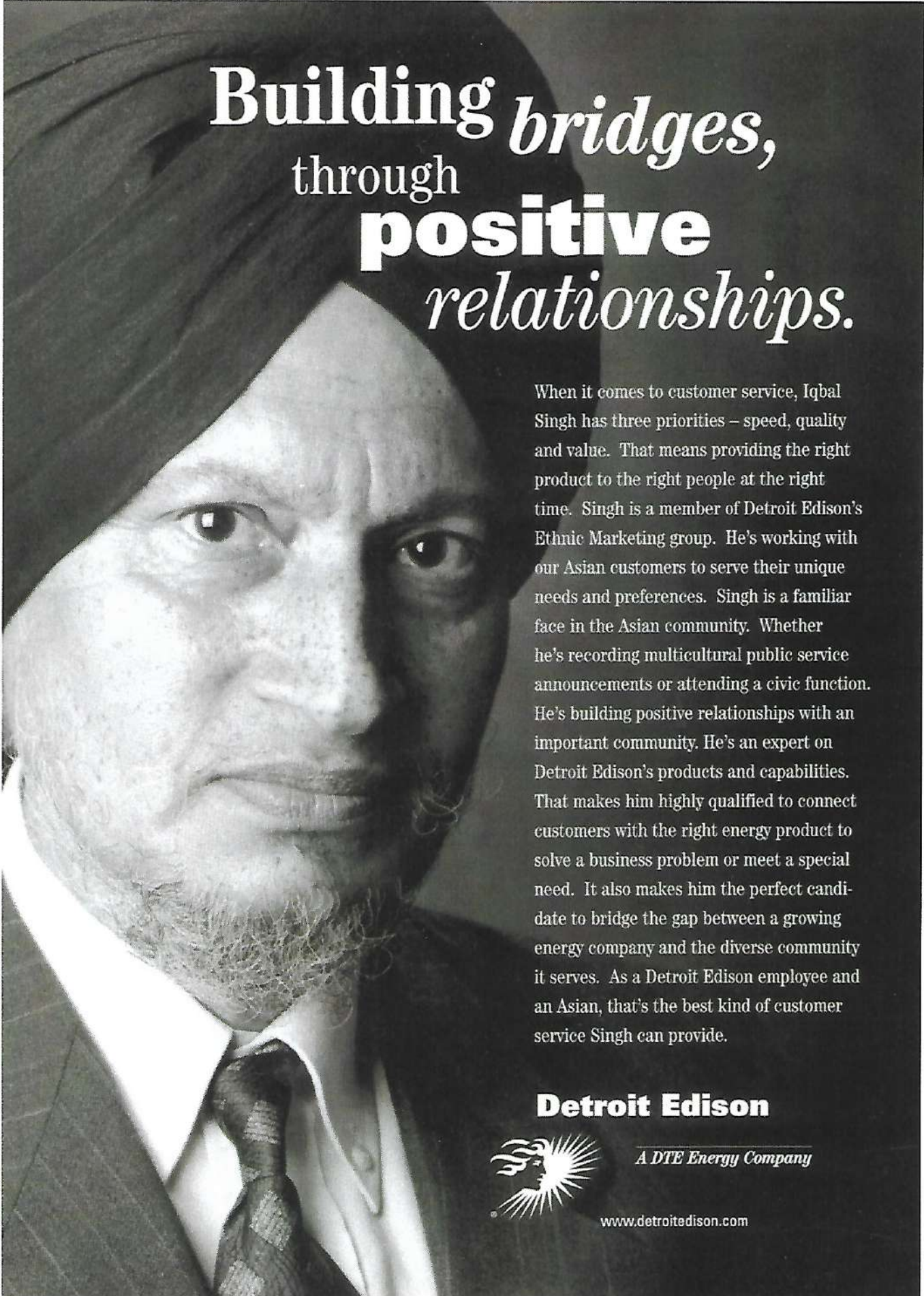


YEAR	LOCATION	THEME
1984	TROY, MI	SUCCEEDING IN CORPORATE AMERICA
1985	TROY, MI	US/INDIA BUSINESS OPPORTUNITIES
1986	NOVI, MI	ACHIEVING YOUR POTENTIAL
1987	SOUTHFIELD, MI	CAREER PLANNING & ENHANCEMENT
1988	DEARBORN, MI	CAREER PLANNING & ENHANCEMENT
1989	TROY, MI	PATHS TO PROGRESS
1990	DEARBORN, MI	QUALITY - A Key To Success In The Nineties
1991	DEARBORN, MI	CUSTOMER FOCUSED MANAGEMENT
1992	DULLES AIRPORT, VA	TECHNOLOGY & INDIAN ECONOMIC REFORMS
1993	HUNTSVILLE, AL	TECHNOLOGY TRANSFER
1994	DETROIT, MI	EMERGING BUSINESS OPPORTUNITIES IN INDIA
1995	BETHESDA, MD	US-INDIA BUSINESS COLLABORATION
1996	TROY, MI	21ST CENTURY—OPPORTUNITIES AHEAD
1997	ATLANTA, GA	ENGINEERING—SHAPING THE FUTURE
1998	HERNDON, VA	VISIONARY ENGINEERS IN THE COMMUNICATION ERA
1999	BUFFALO, NY (National)	TECHNOLOGY CHALLENGES OF THE 21 ST CENTURY
2000	ORLANDO, FL	VISION 2000—ASEI SALUTES AMERICA

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