

# The Pittsburgh Sampler

A Newsletter Publication of the Pittsburgh Chapter of the  
*Institute of Industrial Engineers*

SEPTEMBER 2004

[www.ie.pitt.edu/IIE/](http://www.ie.pitt.edu/IIE/)



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## IIE OCTOBER MEETING

- What:** Annual Student Chapter Night
- Date:** Thursday, October 7, 2004
- Time:** 6:00 – 7:00 PM Registration and Social w/ Hors D'oeuvres  
7:00 – 8:00 PM Dinner; 8:00 PM Program
- Location:** Holiday Inn Select, University Center, 100 Lytton Avenue, Oakland
- Cost:** \$35 Senior Chapter Members; \$30 to Sponsor a Student
- Menu:** Penne a la Vodka Clamart, Chicken Marsala, or Select Salmon  
Accompaniments: Tossed Salad, Steamed Redskin Potatoes, Green Beans, Rolls and Butter, Chef's Choice Dessert
- Speaker:** Jeremy S. Weinstein  
Corporate Vice President; Global Procurement Operations, Whirlpool Corporation  
Current President, IIE
- Reservations:** Monday, October 4<sup>th</sup> to Karen Bursic  
[kbursic@enr.pitt.edu](mailto:kbursic@enr.pitt.edu); (412) 624-9837  
Be sure to indicate your menu selection when making your reservation.  
***As always, your reservation is your commitment.***

## OCTOBER 2004 PROGRAM

Jeremy S. (Jerry) Weinstein was named Corporate Vice President, Global Procurement Operations in December 2002, having previously been Vice President, Operations and Supply Chain, Whirlpool Europe, based at the Company's European headquarters in Comerio, Italy to which he was named in October, 2000. Prior to that assignment, he was Vice President, Global Product Development, Refrigeration Products, starting in July, 1997. Previous to that, he had been Vice President, Manufacturing and Technology, Refrigeration Products, Whirlpool Europe, based at European headquarters since April, 1995.

Weinstein joined Whirlpool in 1970 as a Research Engineer and held managerial assignments in Business Planning, the Marion (Ohio) and the Findlay (Ohio) manufacturing divisions from 1972 to 1988. He then returned to the corporate office as

a Group Director, Manufacturing Services and was named Vice President, Operations and Planning for North America in 1989. He was named Vice President, Manufacturing and Technology, Refrigeration and Room Air Control Products for The North American Appliance Group in 1992.

A native of Brooklyn, New York, Weinstein holds a Bachelor of Engineering (Mechanical) degree from The City College of New York and a Master of Science degree in Industrial Engineering from Purdue University. He obtained a Ph.D. degree in Industrial Engineering from Purdue University with research on computer control of a steel making process.

Mr. Weinstein will present "An IE's Journey..." and discuss his career as an Industrial Engineer and the IE profession.

***Directions can be found on page 3 of this newsletter.***

## PRESIDENT'S MESSAGE

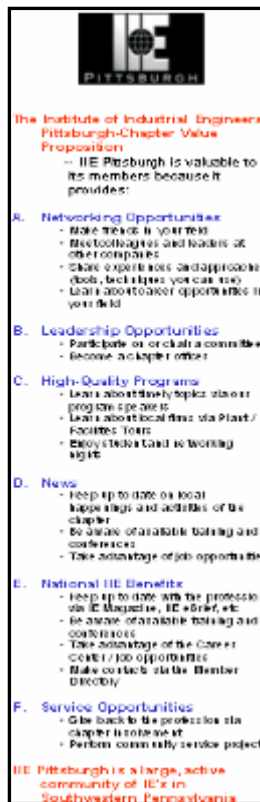
Greetings! It's hard to believe it's that time of year again – leaves starting to fall from the trees, cool nights with frosty mornings, the smell of wood burning stoves, and of course, students headed back to school. Since heading back to school means reading more books, what is more appropriate for our upcoming Student Night (October 7<sup>th</sup>) than an IIE bookmark?!

### Bookmark Our Page!

In the last newsletter I shared with you the benefits of participating in our local chapter. I am pleased to announce through the IIE Pittsburgh Chapter Board of Directors and the Membership Committee Chairperson, we have developed a bookmark to remind you of those benefits. We will distribute the new bookmarks to attendees at the Student Night program in October and at future programs.

The bookmark highlights some of the key benefits of membership in our local IIE chapter including:

- Networking Opportunities
  - Make friends in your field
  - Meet colleagues and leaders at other companies
  - Share experiences and approaches (tools, techniques you can use)
  - Learn about career opportunities in your field
- Leadership Opportunities
  - Participate on or chair a committee
  - Become a chapter officer
- High Quality Programs
  - Learn about timely topics through program speakers



- Learn about local firms via Plant / Facilities Tours
- Enjoy student and networking nights
- News
  - Keep up to date on local happenings and activities of the chapter
  - Be aware of available training and conferences
  - Take advantage of job opportunities
- National IIE Benefits
  - Keep up to date with the profession via IE Magazine, IIE eBrief, etc
  - Be aware of available training and conferences
  - Take advantage of the Career Center / job opportunities
  - Make contacts via the Member Directory
- Service Opportunities
  - Give back to the profession via chapter involvement
  - Perform community service projects

The new bookmark also reminds you to 'bookmark' (add to your Favorites list) our local chapter's web site: <http://www.ie.pitt.edu/IIE> in your internet browser.

There are many benefits of participating in our Pittsburgh chapter – these are just the highlights. I encourage you to get (or stay) involved in our chapter. If you have any questions about getting more involved on one of the teams listed at the end of this newsletter, please contact me directly at [jarnold@hbmaynard.com](mailto:jarnold@hbmaynard.com) or we can discuss at Student Night on October 7. See you there!

**Jeff Arnold**

## HAVE YOU LOOKED AROUND YOUR OFFICE LATELY?

We are asking active IIE members to 'look inside' their own organizations for others working in an I.E. capacity who might benefit from membership in our chapter. If you know of someone you think might be interested, please encourage them to come to our next program.

If you know other industrial engineers or people working in an industrial engineering capacity, encourage them to come to one of our upcoming meetings and join IIE. Membership forms are available at IIE's home page <http://www.iienet.org> or you can contact Errol Restelli at (412) 921-2400 x232.

**Note:** If your contact information changes (i.e. address, company, phone number, e-mail address), please contact IIE National. Their phone number is (770) 449-0460 or 1-800-494-0460. Once you contact IIE National, your address change should be reflected on our next mailing list, which is received from IIE National each month.

## DIRECTIONS: OCTOBER 2004 MEETING

**Holiday Inn Select, University Center**  
100 Lytton Avenue, Oakland

### From the East:

Take PA Turnpike to Exit 6. Follow I-376 West. Take Exit 7A on Bates Street and follow Bates Street to South Bouquet Street. Turn left on to South Bouquet. Follow South Bouquet to Forbes Avenue. Make a right on to Forbes Avenue. Follow Forbes to South Bellefield Street and make a left on to South Bellefield. Go one block to Fifth Avenue and turn left. Once you are on Fifth Avenue, get into the far right lane and then turn right on to Lytton Avenue.

### From the Airport:

Take Rout 60 South to I-279 North, to Pittsburgh. Go through the Fort Pitt Tunnels. At the end of the tunnels, follow I-376 East. Take Exit 5 and follow Forbes Avenue. Turn left at South Bellefield Avenue. Then turn left on to Fifth Avenue. From Fifth Avenue, make a right on to Lytton Avenue.

### From the North:

Follow I-79 South to I-279 South. Then follow 579 Cross-town Boulevard to I-376 East. Take the Forbes Avenue Exit. Turn left at South Bellefield Avenue. Then turn left on to Fifth Avenue. From Fifth Avenue, make a right on to Lytton Avenue.

### From the South:

Take I-79 North to I-279 North. Go through the Fort Pitt Tunnels. At the end of the tunnels, follow I-376 East. Take Exit 5 and follow Forbes Avenue. Turn left at South Bellefield Avenue. Then turn left on to Fifth Avenue. From Fifth Avenue, make a right on to Lytton Avenue.

## RECAP OF THE AUGUST MEETING

At our August meeting, Roger Freisleben, Sr. Account Manager at H.B. Maynard & Company, Inc. shared with us his passion for service and specifically his work in helping to start up a coffee plantation with and for the people of Uganda, East Africa.

Roger is a member of the board of the Christian East African and Equatorial Development Trust (CEED). CEED is a non-profit, volunteer group whose mission is to help the people of Uganda achieve an economically sustainable future.

Using basic IE principles and various other skills of CEED members, the group has been working with the people of Uganda over the past 5 years. The Maynard Assessment process was used to plan and start up, beginning with determining what the best revenue source would be. They determined this by studying Uganda's exports and imports and identified coffee as having the best potential. Next, they needed to determine the best location to farm. They learned that that the best land would contain 'elephant grass' and would be inhabited by baboons. They also needed a good water source. The site selected was located in the town of Wambabya.

Using expertise from the US, CEED members and the natives, they planted coffee plants. These plants would grow to be 8 ft. high so that no ladders would be needed for picking (safety, cost and availability issues with ladders) and so that the shade trees would grow higher than the coffee plants (proper shading is the key to growing quality coffee beans). An irrigation system was also developed; a

concept that was unheard of by the people of Uganda. With the irrigation system and proper shading, they projected a 4-5 year maturity, which is better than the typical 6-7 year maturity.

Data was gathered from various sources to perform yield projections and, in turn, estimate staffing needs. Roger noted that there are some unfair business practices in the coffee industry including countries flooding the market with poor quality product. The business CEED is setting up is ensuring the profits get directly back in the hands of the growers, which is a major issue in the coffee market.

The business is being set up in phases – growing the volume and profit at each phase. The workers are receiving approximately \$285.86 USD/year in salary which far exceeds the average manufacturing/farming income in Kenya and is larger than the neighboring tea plantation in Uganda. Roger shared with us direct email quotes from the workers responding to questions about what the plantation has meant to them. The responses were overwhelming and touching. Workers have been able to purchase land, homes, animals, mattresses and dowries and they indicated that they were learning new skills and gaining respect.

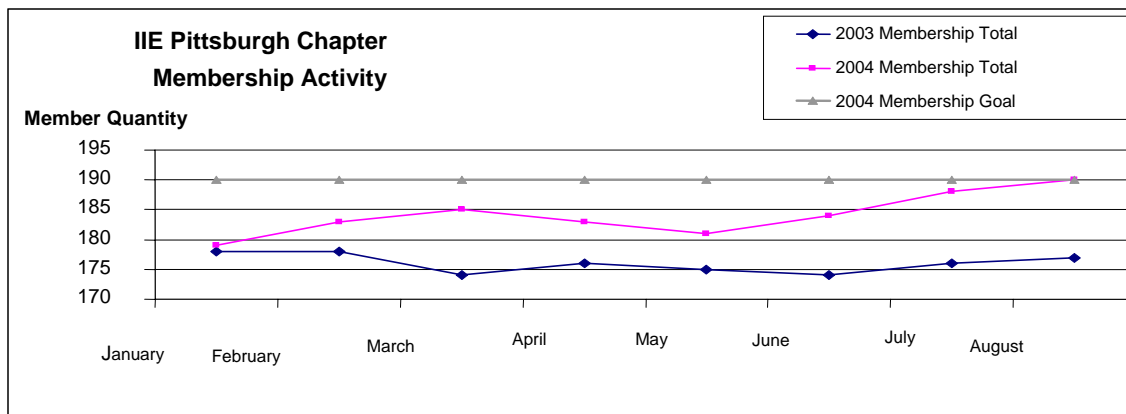
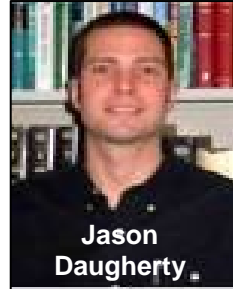
The coffee produced is a 'Robusta' type. This type of coffee is preferred in Europe, whereas the US prefers an 'Arabica' type coffee. The features of the "Wambabya Fair Average Quality" blend coffee are – Fair Trade, Organic, Sun-Dried and Shade-Grown. This coffee will be available at Wholey's within the next few weeks.

## MEMBERSHIP REPORT

Our membership is the on the rise! We have met our goal for 2004 and will strive to maintain at-least 190 members the rest of this year.

The membership committee would like to extend a warm welcome to our seven new members:

- Shawn Roche
- Jason Daugherty
- Scott Kakavis
- James Kinter
- Jason Bowman
- Christine Madoni
- Ryan Bond



## IIE PITTSBURGH JOB BANK

**Looking for an Outstanding Job?** Begin your search at IIE's new Career Center, which offers all the features you need.

- Posting your resume is free, for as long as you want.
- Your resume remains anonymous while employers view it. Only when you give permission will your resume contact information be revealed.
- You can carefully select the jobs that most interest you by narrowing your search criteria by job function, industry, and location.
- By creating a Job Agent, new jobs that match your search criteria will be e-mailed to you for your convenience.
- Your free "My Career" account will let you store job openings, resumes, cover letters, and more. Manage your job search online and with ease.

What are you waiting for? Give your career the boost it needs and go to [www.iienet.org/careercenter](http://www.iienet.org/careercenter). **Are you an employer looking for top-notch employees?** We have your needs covered, too. Go to [IIE's Career Center](#) and see all the services IIE's Career Center has to offer!

### Project Manager

Client will be consolidating 7 manufacturing facilities into 1 location. Position will oversee the consolidation, floor planning, space design, and machinery layouts. Space needs to accommodate flexible manufacturing and must be set up to be easily reconfigured.

The Project Manager will have 2 direct reports, a drafter/designer and a maintenance supervisor. The project manager will report to the President. This is a "light" manufacturing environment. Candidate must have manufacturing operations experience and be familiar with current manufacturing "science", lean manufacturing, work cells, etc. Industrial engineering background is a definite plus.

This is a long term project, 18 to 24 months, and anyone interested can work as a contractor or be hired direct to the client company. Position is based in Pittsburgh. Must have a 4 year degree in Industrial Engineering or related field. Would prefer 5-7 years of previous experience.

Anyone having interest or questions may contact:

Karen Stuart, Reflex Staffing Solutions  
Phone: 412-341-4448  
[kstuart@reflexstaffing.com](mailto:kstuart@reflexstaffing.com)

## CHAPTER ACTIVITY REPORT

Written by Mary Loera

This month's Chapter Activity Report update will focus on the fifth and final section of the CAR, Member/Chapter/Institute Support. This section is divided into the following categories:

- Member/Chapter Support
- Institute Support

Member/Chapter Support is comprised of activities such as publishing chapter activities in local newspapers and periodicals, funding members to attend leadership training, member participation in leadership training, and hosting workshops. Institute Support includes activities such as member participation in IIE sponsored events, donations > \$100 to IIE Foundation, assisting other chapters to reactivate, revitalize, or improve their process, members publishing articles in an IIE publication, member attendance at the IIE annual Conference or topical seminar, and hosting regional leadership training. Both sections also contain an 'Other' category for chapters to take credit for activities not included in these aforementioned lists.

Our chapter has done its share of covering this portion of the CAR. In June, Doug Rabeneck organized and held a conference call for Region 1 Chapter presidents to discuss their chapters' performance and how to improve to better serve members. Also, several chapter members attended the IIE annual Conference. Dr. Bopaya Bidanda, an industrial engineering professor at the University of Pittsburgh, was featured in an article in the September, 2004, edition of *Industrial Engineer*. Dr. Bidanda served as an instructor aboard the cruise ship Explorer in the Semester at Sea program. Several University of Pittsburgh IE students, including Leeann Williams, Scott Eshkenazi, Blake Orlandi, Heidi Smedley, and Lauren Horstman, are also featured in the article. They share their experiences and what they value about their semester spent traveling abroad. I strongly encourage you to read this article. It provides a fascinating overview of the Semester at Sea program. Thank you, Dr. Bidanda and Pitt students, for sharing your experiences with the rest of us!

If you are interested in learning more about Dr. Bidanda and the students' experiences, you will most likely be able to mingle with some of them at the October Student Chapter Night meeting being held on October 7, 2004. Hope to see you there!

## IIE PITTSBURGH JOB BANK CONT'D.

### Project Manager, Limited Brands

The Project Manager, Industrial Engineering is responsible for development and execution of distribution center and store operations, material handling systems, WMS and supply chain projects. Responsible for planning and execution of process and methods analysis, improvement projects. Develops and analyzes capacity improvement projects, takes projects from feasibility and concept development through implementation, operational startup and training. Manage external resources (Consultants and Contractors) manage technical as well as administrative aspects of projects. Responsible for project tracking, planning, analysis and implementation of cost reduction initiatives. This position requires significant travel (25-75%) due to retail store project requirements. To be considered for this position and to view all career opportunities at Limited Brands, please visit <http://www.careers.limitedbrands.com>

#### Responsibilities:

- Business Process Re-engineering
- Methods improvement, cost reduction and capacity enhancement
- Design and implementation oversight of ergonomic and productive workstations
- Development and deployment of engineered labor, throughput and accuracy standards
- Design, development and implementation of labor planning, scheduling, tracking and reporting programs
- Design, specification, procurement and implementation of productivity, safety and accuracy improvement technology
- Development and analysis of capacity improvement projects

#### Qualifications:

- Bachelor's Degree in IE or other related discipline. MS, MBA or other graduate degree is a plus.
- Minimum of 10 years of experience in process design, work measurement, productivity improvement, cost reduction and project implementation.
- Demonstrated experience in medium to large projects from inception through implementation
- Understanding of work measurement methodologies and tools
- Effective communication skills across a broad range of organizational levels and functions
- Effectiveness in working within a team/matrix organization
- Membership in IIE, Project Management Institute, Center for Logistics Management a plus
- Demonstrated diagnostic and problem solving skills
- Detail and precision orientation

## TREASURER'S REPORT

INSTITUTE OF INDUSTRIAL ENGINEERS CHAPTER IRS REPORT			
4/1/04 - 3/31/05			
CHAPTER NAME: PITTSBURGH		CHAPTER NO.:	3
FEDERAL EMPLOYER I.D. NUMBER: 25-6062810		REGION:	5
	INCOME	EXPENSES	
1. DUES INCOME	\$ 809.25	XXX	
2. INTEREST INCOME	-	XXX	
3. CONTRIBUTIONS RECEIVED (A)	-	XXX	
4. CONFERENCES (B)	-	-	
5. MONTHLY MEETINGS	1,230.00	843.28	
6. NEWSLETTERS (B)	-	-	
7. MISCELLANEOUS (B)(C)	-	-	
8. CONTRIBUTIONS AND GRANTS PAID	XXX	-	
9. PUBLICATIONS/NEWSLETTERS	XXX	313.03	
10. PROGRAMS/MEETINGS	XXX	-	
11. STUDENT DEVELOPMENT (E)	XXX	256.00	
12. COMMUNITY SERVICES	XXX	-	
13. MEMBER SERVICES	XXX	-	
14. OFFICERS & CHAPTER MEETINGS	XXX	-	
15. CHAPTER OPERATIONS SUPPLIES	XXX	-	
16. MISCELLANEOUS (C)	XXX	-	
17. TOTAL	\$ 2,039.25	\$ 1,412.31	
<b>ENTER: 18. NET WORTH 4/01/04</b>		\$ 3,952.03	
ADD 4/01/04-3/31/05 INCOME		\$ 2,039.25	
SUBTOTAL	\$ 5,991.28		
LESS 4/01/04-3/31/05 EXPENSES		\$ (1,412.31)	
NET WORTH 3/31/05		\$ 4,578.97	
19. STATEMENT OF NET WORTH			
<b>ENTER: PETTY CASH ACCOUNT BALANCE</b>	\$ -		
<b>ENTER: CHECKING ACCOUNT BALANCE</b>	\$ 1,839.72		
<b>ENTER: SAVINGS ACCOUNT BALANCE</b>	\$ 2,739.25		
TOTAL *	\$ 4,578.97		

## FUTURE CITY COMPETITION VOLUNTEERS NEEDED

We are currently searching for volunteers to serve as mentors for the Future City Competition for 7th & 8th grade held in conjunction with National Engineers' Week events. Each team of students needs an engineer mentor to guide them through the competition. A Future City mentor meets with the team and their teacher from October through Competition Day Saturday, January 15, 2005. Mentors generally devote about 30 hours to helping their team.

The Future City mentor, acting as an advisor, guides the students through the project development process assisting them to:

- Develop a plan and schedule for completion
- Divide and assign responsibilities for various tasks
- Solve problems that arise



The mentor teaches the students about the various engineering disciplines, and the role that engineers play in building and maintaining a city. (See <http://futurecitypittsburgh.org/> for additional information.)

We also have a need for judges and volunteers on the day of the competition.

For additional information or to register, please contact Ms. Janet Henke, Carnegie Science Center, at (412) 237-1640 (email: [henkej@csc.clpgh.org](mailto:henkej@csc.clpgh.org)).

## CHAPTER DIRECTORS AND OFFICERS

Pittsburgh IIE Chapter 2004 Leadership Team (as of 5/25/04)										
POSITION	NAME		ADDRESS LINE1	LINE2	CITY	ST	ZIP	PHONE		EMAIL
Board	Angela Konop	FedEx Ground	1000 FedEx Dr.		Moon Township	PA	15108	412.859.2678	w	angela.konop@fedex.com
									c	
Board	Roman Hlutkowsky	FedEx Ground	1000 FedEx Dr.		Moon Township	PA	15108	412.262.6021	w	roman.hlutkowsky@fedex.com
									c	
Board	Bobbi Ferguson	Curtiss-Wright EMD	1000 Cheswick Ave.		Cheswick	PA	15024	724.275.5155	w	bobbi.ferguson@emd.curtisswright.com
									c	
Board (1st Year)	Joe Kikta	Mellon Financial Corp.	151-1575 One Mellon Center		Pittsburgh	PA	15258	412.236.6193	w	kikta.js@mellon.com
								412.889.1444	c	
Board (1st Year)	Don Ziegler	GENCO	100 Papercraft Park		Pittsburgh	PA	15238	412.820.2296	w	zieglerd@genco.com
								412.956.2660	c	
President	Jeff Arnold	H. B. Maynard & Co., Inc.	Eight Parkway Center	4th Floor	Pittsburgh	PA	15220	412.921.2400 x245	w	jarnold@hbmaynard.com
								412.973.1748	c	
Vice President	Mary Loera	PPG	One PPG Place	Building 5, Floor 5	Pittsburgh	PA	15272	412.434.3353	w	loera@ppg.com
								412.818.3032	c	
Secretary	Amy McHenry	H. B. Maynard & Co., Inc.	Eight Parkway Center	4th Floor	Pittsburgh	PA	15220	412.921.2400 x231	w	amchenry@hbmaynard.com
								412.352.2431	c	
Treasurer	Jennifer Palmiero	FedEx Ground	1000 FedEx Dr.		Moon Township	PA	15108	412.859.2836	w	jennifer.palmiero@fedex.com
									c	
Programs Chair	Karen Bursic	University of Pittsburgh	1048 Benedum Hall	Dept of IE	Pittsburgh	PA	15261	412.624.9837	w	kbursic@engr.pitt.edu
									c	
Programs	Doug Rabeneck	H. B. Maynard & Co., Inc.	Eight Parkway Center	4th Floor	Pittsburgh	PA	15220	412.921.2400 x146	w	drabeneck@hbmaynard.com
								412.999.9728	c	
Programs	Suzanne Moses	FedEx Ground	1000 FedEx Dr.		Moon Township	PA	15108	412.859.2325	w	suzanne.moses@fedex.com
Programs	Joe Kikta	Mellon Financial Corp.	151-1575 One Mellon Center		Pittsburgh	PA	15258	412.236.6193	w	kikta.js@mellon.com
								412.889.1444	c	
Programs	Barb Grabowski	Alcoa	201 Isabella St.		Pittsburgh	PA	15212	412.553.2229	w	barbara.grabowski@alcoa.com
								412.303.8201	c	
Membership Chair	Errol Restelli	H. B. Maynard & Co., Inc.	Eight Parkway Center	4th Floor	Pittsburgh	PA	15220	412.921.2400 x232	w	erestelli@hbmaynard.com
								412.576.5594	c	
Student Relations Chair	Bryan Norman	University of Pittsburgh	1033 Benedum Hall	Dept of IE	Pittsburgh	PA	15261	(412) 624-9841	w	banorman@engr.pitt.edu
Communications Chair	Pat Premick	H. B. Maynard & Co., Inc.	Eight Parkway Center	4th Floor	Pittsburgh	PA	15220	412.921.2400 x133	w	ppremick@hbmaynard.com
								412.901.5487	c	
Web Master	Jay Rajgopal	University of Pittsburgh	1039 Benedum Hall	Dept of IE	Pittsburgh	PA	15261	412.624.9840	w	rajgopal@pitt.edu
Community Affairs Chair	Pat Kelly Lee	Toolkit	500 Geysers Rd.		Pittsburgh	PA	15205	412.519.5409	w	pkl@toolkitlc.com
		Inspiration Point							c	

## IIE PITTSBURGH JOB BANK INFORMATION REQUEST

The purpose of the job bank is to match qualified IIE professionals with available jobs. In the past several years, we have been successful in placing IIE members with employers.

**If you or your company are looking for new employees**, send a description of the position you wish to fill to the address below. We will publish your position in our monthly newsletter. Please try to limit your descriptions to 50 words or less and include a phone number, address, fax number, and e-mail so interested parties can contact you directly. Please send all descriptions to:

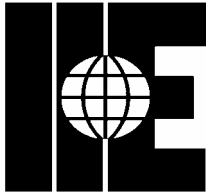
Pat Premick  
 H. B. Maynard and Company, Inc.  
 Eight Parkway Center  
 Pittsburgh, PA 15220  
 Phone: 412.921.2400 ext. 133  
[ppremick@hbmaynard.com](mailto:ppremick@hbmaynard.com)



You can also advertise your job openings on the Pittsburgh IIE Chapter website: <http://www.ie.pitt.edu/IIE/jobs.html>

INSTITUTE OF  
INDUSTRIAL ENGINEERS

Pittsburgh Chapter  
Area I, District 5  
Number 3



Eight Parkway Center  
Suite 400  
Pittsburgh, PA 15220

Pittsburgh Chapter IIE Website - [www.ie.pitt.edu/IIE](http://www.ie.pitt.edu/IIE)

National IIE Website - [www.iienet.org](http://www.iienet.org)

## 2004 Schedule of Events

<b>January 20</b>	Job Market & Opportunities in IIE – Panel Discussion
<b>February 11</b>	Bethlehem Haven Women’s Shelter & IIE Pittsburgh Process Improvement Initiative
<b>March 4</b>	Discussion of Lean Manufacturing/Tour of RMU Learning Factory
<b>April 13</b>	Networking Night
<b>May 27</b>	Joel Haight, the Penn State University, “Root Cause Analysis”
<b>June 29</b>	Pirates Game
<b>July</b>	No Meeting
<b>August 24</b>	Roger Freisleben, Senior Account Manager, H. B. Maynard and Company, Inc., “Utilizing Basic IE Concepts in Any Setting: A Third-World Country Coffee Plantation Case Study”
<b>October 7</b>	Student Chapter Night – Jeremy Weinstein, President-Elect of IIE and Corporate VP of Global Procurement Operations at Whirlpool Corporation
<b>November 11</b>	Tour / Speaker, Giant Eagle, Inc.