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Changing World

Incoming Chairman Ready to Navigate Course Set by MTI Strategic Plan



INSIDE THIS ISSUE

2 Changing World

4 MTI Approves Record Seven Projects at TAC 93



4 First SinoTAC Highlighted by Whirlwind of Activity

6 Founder Feature: Air Products

7 MTI Creates Scholarship

7 New Reliability Manual

8 Praxair Joins the MTI Fold

8 Reinecke Joins MTI Team



8 MTI by the Numbers

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Changing World

Incoming Chairman Ready to Navigate Course Set by MTI Strategic Plan

It's a tough question for Gary Whittaker to answer. There is so much to consider. As MTI's Chairman completes his three-year leadership term and hands the reins over to Vice Chairman Dale Heffner, he weighs in on the organization's biggest achievement during the past 36 months. After a brief pause, Whittaker replies that he's most proud of the Strategic Plan. "We hadn't really had a formalized plan, a written document, and we do now," he says. "We produced a pretty good document. If you look at the number of initiatives that the Board has taken and things that the organization has done, I think that we've tried to follow what we identified in the plan as being desirable stuff."

An audit of the Strategic Plan versus accomplishments verifies what Whittaker is saying. MTI has made progress on all four of its primary goals: 1) Increase and maintain membership diversity; 2) Expand MTI's network to serve our worldwide membership; 3) Increase the value of participation; 4) Excel at communicating the benefits and value of membership.

MTI has been anything but complacent during Whittaker's tenure at the organization's helm. Although membership levels have remained fairly consistent with those of 2004, diversity has bloomed. One need only look at the recent addition of Sipchem (Saudi International Petrochemical Company) and Switzerland-based Xstrata, a worldwide mining group, with operations and projects spanning 18 countries, for proof. MTI has expanded both geographically and industrially, adding members outside its traditional chemical processing base, enriching its membership blend; for example, oil sands giant Syncrude signed on in 2006.

Whittaker is pleased with MTI's progress in expanding beyond North America's borders to Europe and Asia. That said, he points out that expansion efforts are at different stages. "The European initiative is much more mature," he says, quickly adding that the organization is starting to take shape, but there is room for improvement. "It's not as formal as I would like to see it," he says, "and I think that will come



Gary Whittaker



Dale Heffner



While we want to be a global organization, we still need to be a membership-driven organization. If the members need to change in the global environment, then I think that MTI needs to react to that.

Dale Heffner, MTI Chairman Elect



One of the four major goals set out in the Strategic Plan is to excel at communicating the benefits and value of membership. MTI made progress in improving its communications tools recently when it published the *Benefits and Value of Membership* brochure.

expansion into China via the organization's first ever SinoTAC meeting (see report on page 4). In addition, a record seven projects were approved at the June 2007 meeting, offering new opportunities for members to realize increased value through participation. And the *MTI Communications* newsletter as well as the recently published *Value of Membership* brochure (see accompanying picture) help meet the plan's goal to excel at communicating MTI's many benefits. The organization has made great strides on all fronts.

Though Whittaker and Heffner have been a strong leadership tandem, they give credit for the significant progress to the entire organization and special recognition to the staff and Board of Directors. "I have tended to delegate a lot, and to rely on other people on the Board and their skills and abilities" says Whittaker. "I think that's why my time as Chairman has been successful. It's been in large part because I've been surrounded by so many good people who have done a lot of good work."

Whittaker, who took over for Gene Liening in 2004, has thoroughly enjoyed leading MTI. "MTI is a terrific organization, and it has a terrific staff. It's amazing how well this organization was put together, and you don't want it to go in another direction under your watch."

When asked to offer any advice to Heffner, he answers, "I've tried to set the tone in terms of here is what I think the Board ought to be working on. But if I had advice, it would be rely on the people around you."

with time, but there are some cultural things that need to be overcome."

Failing to overcome them is not an option, according to Whittaker. "The bottom line in all of this is that the center of the universe is no longer North America," he says. "If we operate under the assumption that it is, then we're going to get left behind."

If recent performance versus goals is an indicator, that is not likely to happen. MTI can check off achievements in every major category outlined in the Strategic Plan, including its recent

well-prepared. He has been thinking about his new role for awhile, discussing ideas with Whittaker and others. The Strategic Plan has been foremost on his mind. Heffner says that his most important goal is to hold the course. "We can't deviate from the plan that we laid out," he says. "We sometimes find ourselves going down other paths. Then we need to come back and stay on track. Staying on track is important."

To ensure that MTI is staying on track, Heffner will lead a review of the Strategic Plan in early 2008. "We're certainly not going to make major changes, but we're going to do some prioritization. We're going to see how the organization has changed, how the economic environment and the Chemical Process Industry have changed in the last three years, and tweak the plan as need be; but I think that we need to stay the course."

He adds that MTI needs to keep tuned into how member needs are changing in the global environment. "While we want to be a global organization, we still need to be a membership-driven organization," says Heffner. "If the members need to change in the global environment, then I think that MTI needs to react to that."

To handle those needs, the new Chairman says that he wants to build an even stronger organization. He references the book *Built to Last: Successful Habits of Visionary Companies* (by Jim Collins and Jerry I. Porras), which explores the attributes of US manufacturing companies that have lasted a hundred years or more. "One of the points made is that if you build a good clock, it's going to tell good time," says Heffner. "In a similar fashion, if you build a good organization, it's going to produce good product. What that means for MTI is that it's going to meet members' needs. Rather than just focusing on products, we've got to focus on developing a strong organization that is built to last."

Heffner inherits a well made "clock," one that is already ticking. "I think that we've done that with staff, and we've done that with the committees," he says of MTI's successful model. "I think that we've done that with people on the Board, who are talented individuals," but, he concludes, "You're never standing still. You're either moving forward or falling behind. Change is constant, and we've got to continue to build a strong organization as things change."

For a look at the Strategic Plan, Annual Reports, and a wealth of other information, visit www.mti-global.org.



MTI Approves Record Seven Projects at TAC 93

MTI approved what is believed to be a record seven projects at its Summer Meeting, June 4-6 in Minneapolis, Minnesota. The Institute has funded 176 projects in its 30-year history at a total cost of \$6.1 million (US). The addition of these new studies brings the MTI's total number of active projects to 19.

The seven projects that 34 member companies in attendance agreed to fund include: (1) an addendum to MTI's Cleaning of Process Equipment and Piping manual; (2) a new Design for Inspection manual; (3) development of a methodology for evaluation of Thin Film Insulators; (4) scale up of an Advanced Metal Dusting Resistant Alloy; (5) measurement of Hydriding in Titanium and a follow-up report; (6) a new Specification of Elastomeric

Materials manual; and (7) a report on the Thermal Performance of Ceramic Fiber Insulation, for use in the design of high pressure, high temperature reactors. All total, MTI has committed more than \$392,000 for these projects.

The timing of the approvals couldn't have been better, as three new potential member companies/guests, including Cargill Inc., DCI Inc., and W.L. Gore & Associates, watched MTI in action. Other TAC 93 highlights included a report by Dale Heffner (Electro Chemical Engineering & Manufacturing Company) on the results of the recently completed project: User's Guide for Evaluating New Polymer Systems. In addition, five new project teams were formed, including Data Retrieval Services for MTI Publications; Reliability Equipment Manual for Fixed Equipment;

Translation of MTI Training Videos; Terahertz Imaging; and Current High Costs of Nickel and Nickel Alloys. Further meeting details are available in TAC 93 News and the Executive Summary of the 93rd TAC Meeting, both available at www.mti-global.org.

The sudden burst in project approvals can be traced back to a Strategic Plan initiative. In 2004, MTI created Project Development Committees (PDCs), which identify projects that align with the organization's mission and roadmap in addition to individual member goals. Executive Director Jim Macki explains that the PDCs were conceived to identify member needs in a broader technical arena, not just corrosion, fabrication, and non-metals, and then to work as a committee to scope the projects and

First SinoTAC Highlighted by Whirlwind of Activity

When MTI's Gene Liening and Pradip Khaladkar started planning the first SinoTAC Meeting, they never could have envisioned the turbulence that they would encounter. Not that the meeting itself wasn't smooth. Co-chairman Liening and Khaladkar pronounced the forum a great success. What the two didn't expect was a looming visit by Typhoon Wipha, which threatened Shanghai and scared away a few would-be attendees.

Fortunately, by the time that SinoTAC 2007 was officially underway on Wednesday, September 19, Wipha had weakened into a windy tropical storm, hitting land in southern Zhejiang province, south of China's largest city and MTI's premiere meeting in Asia.

Despite the bad weather and a few no-shows, SinoTAC went even better than expected, according to Liening, Khaladkar, Executive Director Jim Macki, and Associate Director Galen Hodge, who all helped launch MTI's first meeting in Asia. Hodge reported that 50 people attended the TAC on Wednesday and 32 were on hand for Thursday's morning session.

Khaladkar said that in terms of attendance as well as participation and enthusiasm, SinoTAC exceeded his expectations. Liening agreed. "We were initially concerned that there might be cultural issues around engaging the Chinese in discussions," he said. "They were terrific. There were a lot of discussions, a lot of questions, and opinions voiced. In that regard, it



Fifty participants attended MTI's first SinoTAC Meeting in Shanghai, representing chemical operations and suppliers based in China. Hodge reported that the forum was very interactive, as attendees exchanged comments as well as asked and answered questions.

was a lot like our TAC meetings in North America."

In other regards as well - two new projects were initiated at the meeting: Bolting Supplier Qualification and Comparison of ASME and GB Codes (Chinese National Construction Code). There was also the potential extension of an already existing project, FRP Inspector Training Course, as some





Summer Meeting attendees enjoy a riverboat networking reception on the Minneapolis Queen.

the deliverables. "This took time, but it is now paying off," he says.

MTI Board Chair Gary Whittaker agrees. "We are starting to really see the effect of the change we made in the project process a few years ago," says Whittaker. The PDCs are generating projects, "and we have now had enough time for many of those projects to make it to approval," he adds.

The spike in the number of projects approved is a good sign, according to Whittaker. "I think it clearly shows MTI is very healthy," he says. "We have many good projects in the works, our membership numbers and mix are healthy, and we are holding meetings around the world." (see SinoTAC report below)



TAC Chair Srini Kesavan and staff members Debby Ehret and Lori Elgin hard at work at the Summer Meeting in Minneapolis.

Though it's unlikely that the record number of approvals will be matched soon, there are potential projects in the queue. MTI Operations Manager Debby Ehret reports that three more will be presented for vote at the Fall Meeting at Hilton Head Island, South Carolina.

For more information regarding individual projects or to inquire about membership, please contact MTI at 314-576-7712 or visit www.mti-global.org.



Professor En-Hou Han, Deputy Director at the Institute of Metals Research in the Chinese Academy of Sciences and Vice President of The World Corrosion Organization, presented at the SinoTAC Banquet. Han spoke about materials research, resources, and some of the challenges facing industry in China.

comments. It wasn't just us talking to them, it was them talking to each other."

Topics on the agenda that spurred discussion included Bolting; Qualification of Vessel and Pipe Fabrication Shops; GB versus ASME PED codes; Valves and Pumps: Quality of Castings; Complex, Unusual and Non-metallic Equipment; Prudent Shop Inspection versus Practice in Western Shops; Resources in China for Metallurgical Failure Analysis and Corrosion Testing; MTI Project Team Activities; and a Demonstration of the MTI web site.

At the Wednesday evening banquet, Professor En-Hou Han, Deputy Director at the Institute of Metals Research in the Chinese Academy of Sciences and Vice President of The World Corrosion Organization, addressed meeting participants. "He talked about corrosion research, resources, and some of the challenges facing industry in China in terms of materials and corrosion issues," according to Liening. "It was interesting."

SinoTAC was focused on and well represented by its host

country. Liening reported that most attendees were from company operations based in China. "There was a very strong local attendance," he confirmed. Process Industry companies participating included Akzo Nobel, BASF, Bayer, BP, Dow Chemical, DuPont, FMC, Procter and Gamble, and Rohm & Haas. On the supplier side, Allegheny Technologies, Det Norske Veritas, Haynes, Lloyd's Register Industrial Technical Services, the Nickel Institute, RathGibson, Rolled Alloys, Sandvik, Shanghai Carbone Lorraine Chemical Equipment, and Vitaulic Company attended. Asahi Kasei Engineering attended as an invited guest.

Those who participated had good things to say, according to Liening. "We collected a lot of feedback from the attendees, and the feeling seemed very strong that they would like to see another one next year," he said.

With one successful meeting completed and a tropical storm weathered, the forecast looks good for SinoTAC 2008. Visit www.mti-global.org frequently for the latest information on all of MTI's worldwide meetings and events.

of Chinese participants asked to be added to the current team.

Hodge said that the meeting was surprisingly interactive. He reported that panel members introduced subjects with a presentation, then opened the forum to discussion and questions from the audience. "It worked very well," said Hodge. "There were a lot of questions from the floor, and when a question was posed, other people from the floor were quick to jump in and contribute



Founder Feature



Investment in MTI Helps Air Products Become an Industry Leader

When Sheldon Dean joined Air Products in 1975, there were only two people with metallurgy backgrounds in the entire company, and both were in another division. “The Chemicals Group was a small chemicals company at that time, but was in the process of growing and was undertaking processes with major corrosion concerns,” recounts Dean. “The company had considered licensing the Monsanto acetic acid process, but did not do it partly because they did not feel competent to handle the materials of construction issues. The Chemicals Group was in the process of building plants for dinitrotoluene together with a toluene diamine plant and an alkyl amines plant. All of these plants were new technology for Air Products.”

Dean’s job was to assemble a first rate materials and corrosion group to serve the entire company and maintain a technology level that was at the state of the art. “When the information that chemical companies were trying to establish MTI was available, it seemed to me to be an ideal solution to the problem of how to tap into the best group of materials engineers (at least with regard to the chemicals industry),” he explains. “I was also encouraged to do so by executives in both the chemicals area and the gases and equipment area. That made my decision to join MTI very easy. Also, compared to hiring skilled folks, it was cheap.”

Then a Senior Corrosion Engineer, Dean attended the first organizational meeting in New York City, and Air Products soon signed on as a founding member. He was an active member from 1977 until his retirement in 2001. For his great commitment, Dean was eventually named an MTI Fellow.

“Once Air Products was a member, we found that the experience of interacting with so many skilled folks was very helpful,” he says. “The programs that MTI did were mostly very helpful in dealing with the problems we faced. We never had pressure to save costs by giving

up our membership. In fact, I always argued that membership was part of the responsibility of a company that insisted on being at the state of the art in technology.”

Dean points out that a single incident where a unit had failed because of a corrosion or other materials issue would cost the company more than its dues and associated costs for all its years as a member. “Air Products recognized that failure of materials of construction was a major safety concern, and to allow such a failure to occur because of ignorance was not acceptable,” he explains. “This is exactly the type of investment that a company should make if it is to be leader in the industry.”

Not surprisingly, Dean is a big believer in the way MTI operates – the collaborative spirit of the organization. “I think the project development activities are good because they bring many people together and give them a chance to work together,” he says. “The give and take that occurs in those sessions helps build a sense of community and trust.

“Because MTI is composed of a more homogeneous group of people, technical folks from the CPI and their suppliers, I think there is a closer relationship between the members. Different companies have different ways of behaving, but those differences are smaller within the CPI.”

According to Dean, other organizations that he is familiar with do not share that level of homogeneity. “When a member company has a problem, both the MTI staff and other company members usually work to help,” he says. “When Air Products needed a specification for a device we were looking to buy, several members voluntarily sent us the information.”

To not only survive but to thrive in the future, Dean believes that the organization must search for new ways to achieve its mission. The longtime member and leader sees signs of progress. “The refocusing of the structure to align the organization with the technology

roadmap was a good idea,” he says, but adds that MTI needs to keep its lines of communication open and be aware if things are not going well. “Surveying members on a regular basis is important, especially new members,” he continues. “It is vital that the members believe that the organization cares about them and is willing to help when problems occur.”

According to Dean, it all comes down to whether the organization is driven by its members’ needs or its leaders desires. In his opinion, “If the latter is the case, the organization is probably in trouble.”

That has never been an issue with MTI as far as Dean is concerned. It’s one of the reasons that he signed on at the organization’s beginning and remained active for 24 years. Dean says that he also had many friends and associates whom he enjoyed and respected. “However, I tried to bring others into the organization so that they could have similar experiences,” he adds. “One concept to keep in mind is to never let a new participant leave a meeting without having something to do before the next meeting. Nothing inspires participation more than having a job and being appreciated for doing it.

“As for young professionals, I would encourage them to ask questions even if they seem silly. And, young professionals should be encouraged to participate in project development teams or other things that might be of interest.”

The sage closes by saying thanks for the chance to climb on the soap box again. MTI is always willing to listen to its members, and none more than Founders, like Air Products; companies that built the organization from scratch 30 years ago and continue to add value today.

Author’s note: for those who are curious about MTI’s early history, *The History of a Technological Institution, The MTI* (by A. M. Hall) is available in the Downloads Section at www.mti-global.org.



MTI Creates Materials Engineering Scholarship

MTI's Board of Directors recently voted to create an annual scholarship to be awarded to a student who is working toward a materials-related career in the Process Industries. The \$10,000 scholarship will apply directly to the winning student's educational costs. Any undergraduate or graduate student demonstrating an interest in the field and attending an accredited institution in North America or Europe is eligible to apply.

MTI created the scholarship to stimulate outstanding students to pursue careers in the area of Materials Engineering. For this purpose, Materials Engineering includes evaluation and selection of metallic, non-metallic and polymeric materials, corrosion control, optimal design, mechanical integrity, fitness-for-service, life cycle evaluation, and economic factors affecting performance of process equipment. Chemical Processing Industries (CPI) broadly include chemicals manufacturing, petroleum processing, pharmaceuticals manufacturing, paper manufacturing, and other related processing industries; or, industries such as materials producers and fabricators, which support the CPI.

"Several years ago, the Board of Directors began discussing how to reach out to the university community to encourage students in materials-related disciplines to think about careers in the CPI," said Chairman Gary Whittaker. "A steady supply of well trained materials professionals is critical to the long term success of both our industry and MTI. Those numbers have been dwindling. We can't do this if we don't have people."

Whittaker, who is a Senior Associate, Materials Engineering at Eastman Chemical, believes that the scholarship is going to have an impact. "We believe that a scholarship will encourage students to work in our field and will also create good will for MTI that will help

membership recruitment and retention in the future as scholarship winners spread the word about MTI to their new employers."

MTI is partnering with the NACE Foundation to promote, award and administer the scholarship. A majority of the selection committee will be MTI members. The first scholarship will be awarded in March 2008 at the NACE Annual Conference in New Orleans, Louisiana.

"MTI is excited to be working together with the NACE Foundation to make this scholarship available," according to MTI Associate Director Galen Hodge, who acted as the liaison with NACE in developing the new program. "While the recipient will be officially awarded the scholarship at NACE, they will be invited to an MTI meeting for introduction to the organization."

The candidate selection process will include consideration of demonstrated interest in pursuing a career in the Process Industries through enrollment in relevant programs (Materials Engineering, Materials Science, Corrosion Engineering, etc.), academic achievement, work experience, personal and professional activities, letters of recommendation and relevant coursework (completed or scheduled).

All 2008 Materials Technology Institute Scholarship applications must be received at NACE Headquarters no later than December 1, 2007. Downloadable applications, requirements, instructions, selection process details, and other information are available at NACE.org.

MTI Publishes Instrumentation Reliability Manual

MTI is proud to announce its recently published Instrumentation Reliability Manual (First Edition). This is the first reliability manual developed by MTI and the model for future manuals. As is usual in MTI projects, the dedication to the project and the collegiality was high.

The manual originated with an idea from MTI member Bert Moniz, who became the initial champion of the project. After approval of the project, the Rohm & Haas Company generously contributed its early work on an instrument reliability manual as a start for this publication.

Tireless Project Champion Tim Murnane of Rohm & Haas led a core team of contributors that included Antonio Alves also of Rohm & Haas, Pat Skweres of Dow Chemical, and Jim



MTI thanks Rohm & Haas, contractor Lloyd's Register Capstone, and the Instrumentation Reliability Manual Project Team for their efforts in producing the organization's first Reliability Manual.

Federlein of Bayer. Many others, including contributors from BP, ConocoPhillips, Cytec, DuPont, Eastman Chemical, FMC, Lyondell Citgo, and Monsanto, were instrumental in making the project a success.

The contractor for this manual, Lloyd's Register Capstone, demonstrated commitment and a willingness to do whatever it took to get the job done, despite setbacks that included a Gulf Coast hurricane.

The Instrumentation Reliability Manual is available to MTI Member Companies at the special price of \$20 (plus shipping) through March 2008. Non-members may purchase the manual for \$1295 (plus shipping). For more information, visit the MTI Store at www.mtiproducts.org (MTI Member Order Area).



Global Giant Praxair Joins MTI

Apparently MTI's publications play a dual role. In addition to educating, these useful works have helped attract the interest of potential members. At least that was the case with Praxair, which recently joined MTI along with Sipchem and Chevron.

"We discovered MTI through some of their publications and through word of mouth," explains Praxair representative Anand Samant. "We were aware of the organization, but had never looked into membership options. When we became aware of some of the ongoing projects and realized that they were of common interest to us, we decided to pursue membership."

According to Samant, Praxair is interested in Metal Dusting, RBI and other reliability projects, the Materials Selector series, Fiber Insulation, and other efforts. "What was attractive about MTI was the potential to team up with other companies and fund projects of common interest that we would not necessarily want to embark on internally or as a sole source of funding," he says.

Samant, who points out that he has been to a couple of MTI meetings thus far, finds that interaction with other member company representatives is valuable. "The ability to ask and get responses to questions in the forum is also useful," he says.



When asked if he has any new ideas based on early observations, Samant suggests a slightly more formalized way for member companies to suggest new project ideas. "Currently this seems to be done through PDC meetings or e-mails in-between meetings," he says, and offers, "Maybe the MTI website could be used for companies to post project ideas that get voted on or built upon by other member companies."

MTI has always thrived on the ideas and action generated by its innovative, proactive membership. It appears new member Praxair fits the mold. Welcome to MTI.

About Praxair

With 2006 sales of \$8.3 billion, Praxair, Inc. is a global, Fortune 300 company that supplies atmospheric, process and specialty gases, high-performance coatings, and related services and technologies to a wide diversity of customers. The company also designs, engineers and constructs cryogenic as well as non-cryogenic supply systems and holds almost 3,000 patents. For more information, visit www.praxair.com.

Reinecke a Welcome Addition to St. Louis Team

The Materials Technology Institute is pleased to welcome a new member to the team. Katherine Reinecke joined MTI as administrative assistant on July 9, 2007. Katherine will be working in the St. Louis office, providing staff and member assistance as well as administrative support in the office.

MTI Operations Manager Debby Ehret says that she was impressed with Reinecke's experience as a support staff member at The Solae Company (a soy manufacturing company and subsidiary of DuPont). "She brings a strong marketing sense and seems anxious to promote MTI through awareness and innovative member services," according to Ehret.

"I am very excited to be here and look forward to working with and meeting all the members," says Reinecke. "What an opportunity to learn, grow and work for an organization such as MTI!"

Katherine will be attending TAC 94 in Hilton Head, South Carolina where you will have the chance to meet her in person. Contact her at kreinecke@mti-gobal.org or by calling the St. Louis Office at 314-576-7712.



Reinecke comes to MTI from the Solae Company, a subsidiary of DuPont.

MTI by the Numbers

MTI staff members took time out to gather a few numbers associated with events, activities and programs. As you will see in the list below, our members, even new and potential members, take an active role in contributing to MTI's success. Let's just say, "The numbers don't lie!"

102 TAC forum posts since January, 2007

50 Attendees at the first SinoTAC meeting in China

25 New web users to the Member Area of www.mti-global.org

7 Newly funded projects as of TAC 93 (*see related story*)

5 MTI Meetings in 2007, including three in North America, one in Europe, and one in Asia

3 New member companies (*Chevron, Praxair, and Sipchem*)

