



GM waste reduction manager John Bradburn

GM's RenCen Manages Waste, Helps Build Greener Detroit

The General Motors Renaissance Center – the six-tower office complex that dominates Detroit's skyline and has its own ZIP code – now recycles, reuses or converts all its daily waste to energy.

By diverting 5 million pounds

of trash – or 200,000 full garbage bags – annually, RenCen has become landfill-free.

The drive to make the Renaissance Center, home of GM's Global Headquarters, landfill-free

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Marchionne Tells MSU Graduates to Focus On Courage, Teamwork and Selflessness

Chrysler Chairman and CEO Sergio Marchionne used the famous 480 B.C. Battle of Thermopylae between the ancient Spartan and Persian armies to make a point.

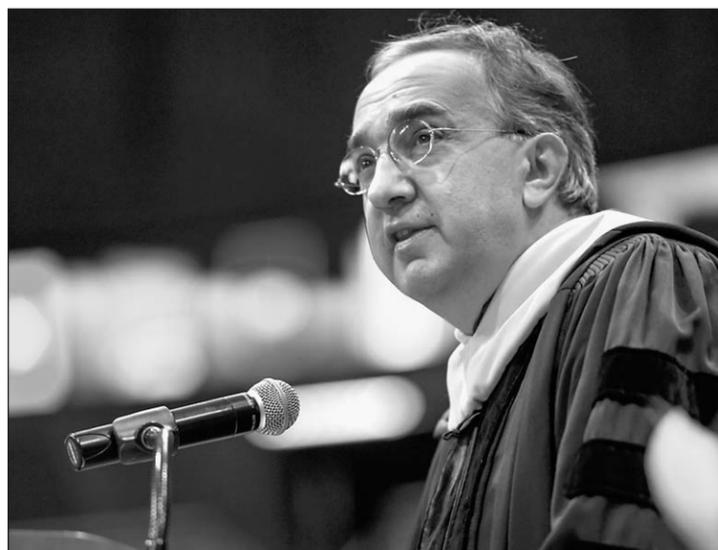
Marchionne was addressing more than 5,000 students, faculty and family at Michigan State University's (MSU) baccalaureate commencement ceremony held at the Jack Breslin Student Events Center in East Lansing on Dec. 14.

Chrysler has a longstanding relationship with the university as more than 600 MSU alumni work at the automaker and 54 MSU students were employed as interns this year, more than any other university.

Marchionne used the famous ancient battle to highlight key values centered on leadership for today's graduates, when he addressed the more than 500 new graduates.

"Those Spartans embodied human traits that are timeless: courage, teamwork and selflessness," Marchionne said. "I'd like to speak to you today about these three values, and why I hope they will always inspire you."

"The Spartans demonstrated immense courage in taking on



Marchionne speaks at MSU commencement ceremony Dec. 14.

overwhelming odds. In the years to come, you will need the same fortitude to lead positive change.

"Your educational experiences have provided you with more than just the credentials to endure the world of work. They have enabled you the opportunity to acquire the tools, both cultural and human, to face all the complexities of life."

"In an era of incredibly rapid globalization, the organizations

that survive will be those that have leaders who are open to new perspectives and are not afraid of change."

Marchionne then touched on the value of teamwork.

"What I have learned from my experience as chief executive is that culture is the fabric that holds organizations together," Marchionne said. "And this fab-

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GM, TARDEC Partner to Develop Fuel Cells 'For the Troops and the Economy' – Levin

by Jim Stickford

To loosely quote an old Humphrey Bogart line, "This could be the beginning of a beautiful relationship."

A ribbon-cutting ceremony Dec. 16 at the Army's TARDEC facility in Warren celebrated the beginning of a partnership between the U.S. military and GM to develop hydrogen fuel cells for motor vehicles.

The partnership, said TARDEC spokesman Derhun Sanders, is called a Cooperative Research and Development Agreement (CRADA). It is an agreement between federal and non-federal agencies to work together on research and development projects of mutual interest.

The CRADA program, Sanders said, makes it easier for federal laboratories to transfer technology to non-federal entities as well as to provide outside organizations with a means of accessing federal laboratory technologies.

Dr. Paul Rogers, director of TARDEC, said at the ribbon-cutting ceremony that TARDEC's relationship with the auto industry goes back decades to the 1940s, when TARDEC was formed at the recommendation of a committee led by Chrysler Corporation's President K.T. Keller.

The committee – comprising leading engineers from Chrysler, Continental Aviation & Engineering, Ethyl, Ford, General Motors, Hudson Motor Car, International Harvester, Packard, Studebaker and Timken Detroit Axle – determined that Detroit would be an ideal location for a military automotive laboratory.

"This is where we can solve the toughest problems the military has," Rogers said. "We have 64 active research agreements with businesses and academia. The GM agreement is very important because the Army can now collaborate with a unique partner to look at emerging technology for fuel cells."

The military, Rogers said, has the short-term problem of trying to power its current vehicle platforms with hydrogen fuel cells. But in the long term, it is hoped that this technology can be adapted to power all kinds of

smaller systems such as remote-controlled robots and the like.

Charles Freese, executive director of GM's Global Fuel Cell Activities operation, said that GM and TARDEC are now able to share common approaches and common equipment so that both groups can learn together.

The advances in hydrogen fuel cells have been tremendous over the past 10 years, Freese said. If someone tried to start a car powered by these cells a decade ago in the recent cold winter weather

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Charles Freese of GM's Global Fuel Cell Activities operation



From left, Continental COO Steve Rooney, Macher, Mayor Kevin McDaniel

Plastics Supplier Combines Operations Under One Roof

by Jim Stickford

To borrow a line from the classic film, "The Graduate," the future is in plastics.

That's why Continental Structural Plastics has built a new headquarters in Auburn Hills that combines all of its operations in one building, said company CEO Frank Macher.

"We have just moved into our new building," Macher said. "This is important because the key to success is integration of

our different functions under one roof. In the past, we had labs where products were designed and prototypes were built, but a different building housed our Sales and Marketing departments."

These different facilities were all in Auburn Hills, Macher said, but if some in Sales wanted to go talk to someone in Engineering who was in a different building, that meant getting into

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