

## 'Our Strategic Plan is a Pathway to Earn Customers for Life' – GM CEO Mary Barra

General Motors Co. CEO Mary Barra and her executive leadership team outlined the company's customer-focused strategic plan to become the most valued automotive company at a conference for investors and financial analysts on Oct. 1 at the company's Milford Proving Ground.

"In the nine months that this leadership team has been together, we have spent a significant amount of time setting our goals for the future of GM and developing a specific action plan," Barra said.

"Our strategic plan is a pathway to earn customers for life and create significant shareholder

value in the process. Every chance to connect with a customer is an opportunity to build a stronger relationship."

GM's strategic plan, Barra said, includes several major initiatives that the company anticipates will help it achieve 9 to 10 percent margins on an EBIT-adjusted basis by early next decade.

To achieve its goals, GM will lead in product and technology, Barra said. In 2015, about 27 percent of GM's global sales volume is expected to come from products new or refreshed within 18 months. That figure is expected to rise to 38 percent in 2016 and 2017, and reach 47 percent in 2019.

During the same time frame, GM plans to execute the world's largest automotive deployment of 4G LTE high-speed mobile broadband, introduce vehicle-to-vehicle connectivity in the 2017 Cadillac CTS and launch a highly automated driving technology currently called Super Cruise, which allows for extended periods of hands-free driving on highways.

GM has also developed an innovative Mixed Material Body Structure that uses GM-patented welding technology and a combination of steel and aluminum stampings, castings and extrusions to deliver designs that are



Barra talks company strategy to investors, financial analysts.

lightweight, use 20 percent fewer parts, have class-leading torsional stiffness and exhibit superior noise and vibration characteristics.

Growing the Cadillac is a vital part of GM growth plan, Barra said. To that end, GM is estab-

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The first SRT Hellcat was auctioned for charity, raising \$1.6 million.

## 2015 Dodge Challenger SRT Hellcat Sets Charity Record for Barrett-Jackson Auction

Dodge auctioned the first production 707-horsepower 2015 Dodge Challenger SRT Hellcat VIN0001, for \$825,000 at the Sept. 27 Barrett-Jackson Las Vegas 2014 auction.

The money raised at the event benefits Opportunity Village, a not-for-profit organization that serves people with significant intellectual disabilities in the Las

Vegas area.

The Engelstad Family Foundation of Las Vegas matched the auction price, bringing the grand total raised for Opportunity Village to \$1.65 million.

Along with the Engelstad donation, the Dodge Challenger SRT Hellcat raised more money for charity than any other car in Barrett-Jackson history, said

Chrysler spokesperson Kristin Starnes.

Barrett-Jackson waived all bidding and consignment fees, so 100 percent of the sale price goes to the charity.

"The \$1.65 million raised by auctioning this one-of-one Dodge Challenger Hellcat at this year's

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## September Sales Hold Strong Pace

By DEE-ANN DURBIN and TOM KRISHER, AP Auto Writers

DETROIT (AP) – Big discounts on pickup trucks kept U.S. auto sales strong in September.

General Motors Co. and Chrysler Group led the industry with 19 percent sales increases over last September. Toyota sales rose 2 percent, while Ford and Volkswagen were down.

The pace was expected to slow from a blistering August, which was the best month for the industry in eight years. August got a boost from 2014 model year clearance sales and Labor Day promotions.

While August was fueled by incentives on midsize cars, September saw good deals on pickup trucks. The second half of the year is usually stronger for pickup sales, and stable gas prices, employment gains and higher consumer confidence bodes well for automakers this year.

GM and Chrysler took advantage of Ford, which has temporarily closed a truck factory to retool for its new aluminum-clad

F-150. Ford cut back on discounts in order to keep more trucks in stock during the shutdown. As a result, GM said its light-duty Silverado outsold Ford's F-150 for the first month since 2011.

Ford's sales dropped 3 percent to 180,175, and F-Series truck sales were down 1 percent to 59,863. It was the first time in seven months that Ford's monthly truck sales have dropped below 60,000.

Ford Motor Co. saw a 9 percent increase in Fusion sedan sales, but otherwise its car sales were down. Sales of the Escape small SUV fell 4 percent; Ford blamed that on a sharp cutback on sales to rental car companies.

GM's sales totaled 223,437 cars and trucks. Three of its four brands saw double-digit gains; Cadillac sales were flat compared with last September.

Sales of the Chevrolet Silverado pickup rose 54 percent to 50,176, while the GMC Sierra pickup was up 25 percent to 16,763.

GM spent just under \$5,000 in incentives per pickup, which was

30 percent, or \$1,140, higher than a year ago, according to estimates by J.D. Power and Associates.

By comparison, Ford said its incentive spending dropped \$160 per truck to \$4,300.

GM's SUV sales were also strong. Sales of the recently revamped Cadillac Escalade more than doubled, while Chevrolet Traverse sales rose 45 percent.

Chrysler sold 169,890 cars and trucks, its best September since 2005. Ram truck sales rose 30 percent to 36,612 after Chrysler raised Ram incentives by 22 percent to \$4,640.

Chrysler also benefited from buyers' increasing preference for small SUVs. Sales of the Jeep Cherokee, which was introduced late last year, surpassed the bigger Grand Cherokee for the first time. Jeep brand sales increased by 47 percent over last September.

With its seventh month of double-digit sales, Chrysler boasted six vehicles with best-ever September sales. Jeep and Ram Truck brands led the way.

## What They're Saying

### GM

**Kurt McNeil, U.S. vice president of Sales Operations:** "GM saw strength almost across the board and outpaced the industry with the newest trucks and SUVs at exactly the right time."

"We will have improved availability of heavy-duty pickups and large SUVs in the months ahead, and the Chevrolet Colorado and GMC Canyon are arriving in showrooms now."

### CHRYSLER

**Reid Bigland, head of U.S. Sales:** "Continued consumer demand for our new Chrysler 200 midsize sedan, our Jeep models, and the Ram pickup truck helped Chrysler Group achieve a 19 percent sales increase in September and our 54th consecutive month of year-over-year sales growth. Chrysler Group sales continue to demonstrate strength."

### FORD

**John Felice, Ford vice president, U.S. Marketing, Sales and Service:** "Fusion is selling strong, with five straight months of record performance and California driving more than 20 percent of our retail growth this year – more than any other state. Lincoln produced its best sales results in seven years with the recent introduction of our all-new Lincoln MKC."



Faurecia employee Mathilde Lesage at Gleaners food packing session

## Faurecia Food Drive Helps Those Who Would Go Hungry

Employees of Faurecia North America have launched the company's fifth annual FUELS community food drive, a program that has provided more than 2.4 million meals since 2010 for hundreds of thousands of hungry residents across Canada, Mexico and the U.S.

More than 20,000 Faurecia employees from the company's 47 locations participated in FUELS (Faurecia Unites with Employees for Local Service) in September by gathering non-perishable items, as well as dollars and pesos to purchase food.

Employees at many sites held special fundraising events to supplement their own contributions, said Tony Sapienza, Faurecia director of communications for North America.

All the food and funds collected were donated to local food banks selected by Faurecia North America in each community where it operates manufacturing plants, offices or technical centers.

"Faurecia and its employees realize the significant impact their efforts can have on local residents in need," Sapienza said. "The program's 2014 theme, 'Every1Counts,' reflects this commitment, recognizing that every volunteer, every meal collected, every dollar donated and every resident served count toward improving the lives and health of the communities that Faurecia employees call home."

"I am delighted by the

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## Detroit Auto Scene

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## GM Aiming to 'Earn Customers For Life' – Barra

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lishing its flagship brand as a separate business unit headquartered in New York City to pursue growth opportunities in the luxury market with more focus and clarity, she said.

Cadillac expects to introduce four new vehicles in North America in 2015, including the recently announced CT6. In addition, Cadillac plans to introduce nine new models in the next five years in China, which is expected to become the world's largest luxury car market later this decade.

The Chinese market remains important to GM overall growth strategy, Barra said. The company's joint ventures in China are planning to invest \$14 billion from 2014 through 2018 to open five new vehicle manufacturing plants and support sales of just under 5 million vehicles annually.

In the same time frame, GM expects to launch 60 new or refreshed vehicles, including nine new sport utility vehicles.

The company will also continue growing GM Financial, which has seen its earning assets grow from \$8.7 billion in 2010 to \$37 billion today.

GM Financial has sharply increased the number of GM customers it serves in the United States, Canada, South America and Europe. Later this year, GM Financial expects to enter the growing Chinese market.

GM must deliver core operating efficiencies for its plan to work, Barra said. She added that its strategy to improve relationships with suppliers, derive more global volume from fewer vehicle architectures and lower enterprise costs for material and logistics is expected to deliver significantly better variable margins on upcoming high-volume product launches, including the Opel/Vauxhall Corsa and Astra in Europe, and the Chevrolet Cruze and Malibu in North America.

By 2020, the company expects that about 99 percent of global production will be on core architectures.

During the meeting, Barra also reaffirmed the company's previously announced mid-decade financial targets.

In North America, Barra said the company expects to achieve EBIT-adjusted margins of 10 percent in 2016. In Europe, the company expects to return to profitability in 2016.

In China, the company expects that its joint ventures will maintain net income margins in the 9 to 10 percent range, Barra said.

In South America, the company's core operations continue to improve as a result of recent product launches and material and logistics optimization.

GM continues to address challenges in its international operations outside of China, she said, including brand strategy, cost structure and sourcing to return to consistent profitability.

# GM's Warren Tech Center Earns 'National Historic' Label

by Jim Stickford

The General Motors Technical Center in Warren has been designated a "national historic landmark."

U.S. Secretary of the Interior Sally Jewell and National Park Service Director Jonathan B. Jarvis announced Sept. 30 that the Tech Center was one of nine new national historic landmarks, ranging from the oldest operating streetcar system in America to the home of an arctic explorer.

The nine sites joined 2,544 other sites across the country recognized as places that "possess exceptional value and quality in illustrating or interpreting the heritage of the United States."

"These nine sites add to a nationwide network of unique, historic places that represent the complex journey that we have taken as a nation," said Secretary Jewell.

"By designating these new national landmarks, we ensure that America's history of innovation, vision and diversity are celebrated today and for future generations."

In a statement to the media, the Department of the Interior wrote that "the General Motors Technical Center (commonly known as the 'GM Tech Center') is one of the most significant works of architect Eero Saarinen, who was among the most important modernist designers of the post-World War II period in the United States."

"The GM Tech Center marked Saarinen's emergence onto the national stage and was the first of his four influential suburban corporate campuses that represented a sea change in American business facilities."

"The GM campus represents Saarinen's work not just as a creator of buildings but also as the planner/designer of total environments."

Ground for the Tech Center was broken in 1949. Construction was completed in 1955.

According to GM's own archives, the Tech Center was dedicated in 1956 by President Dwight Eisenhower via radio.

Saarinen's goal was to provide a symbol of tomorrow's industrial environment, where the surroundings would be beautiful as well as functional. Saarinen wanted to avoid an institutional look and symbolize with low, long and horizontal buildings.

According to GM records, Saarinen went the extra mile to tie in his architecture with the auto industry.

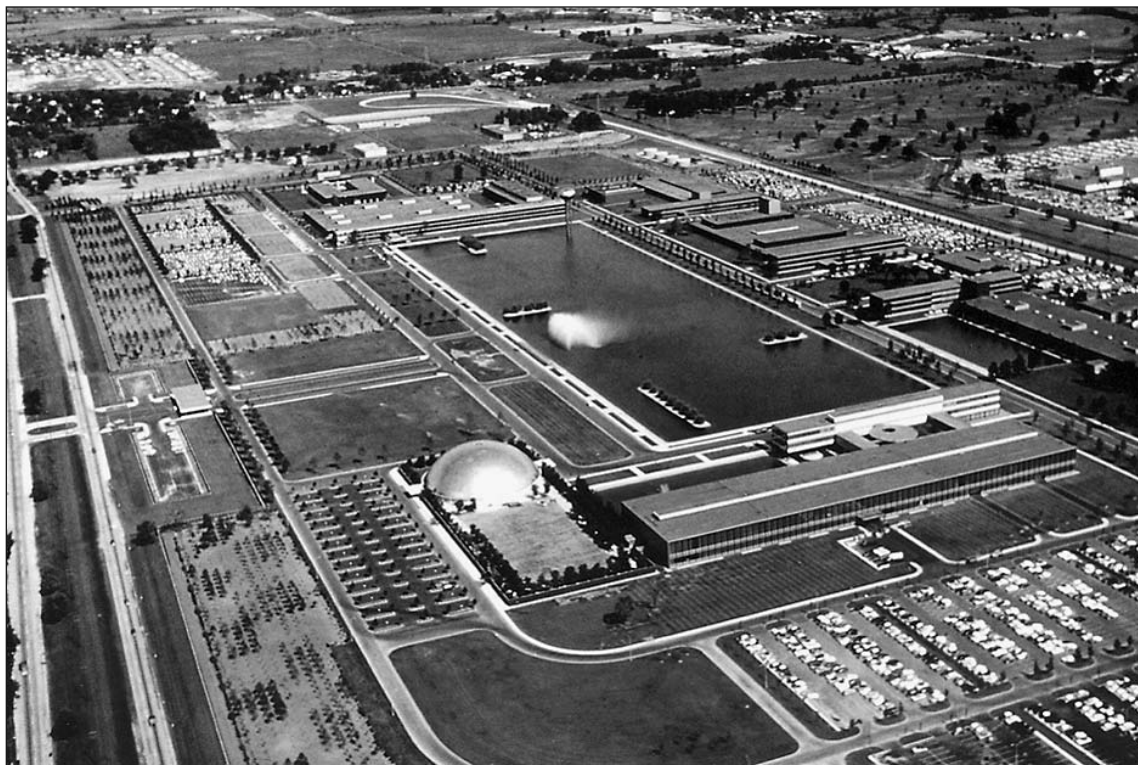
He used automotive materials and assembly line construction methods. The interior walls were actually built at plants and assembled on site.

To make the buildings as flexible as possible, Saarinen used a five-foot module or standardized measurement. This applies not only to the steel construction, but to the lighting, heating, ventilating and fire protection facilities, as well as to laboratory furniture, storage units, wall partitions and door units – all of which are keyed to it.

The five-foot module was chosen instead of the more popular (at the time) four-foot module because General Motors wanted larger (10- and 15-foot-wide) offices for its employees. After the Tech Center was completed, the five-foot module was used as a model for industry.

Buildings at the Tech Center represented the first significant installation of laminated panels and the first use of a uniquely thin sandwich panel that is a complete wall in itself.

Instead of walls constructed out of 14-inch-thick masonry, which was a building practice for hundreds of years, the same heat insulating qualities were



Aerial photo of the GM Tech Center as it looked in 1956, one year after completion

achieved with panels only two inches thick. This vastly increased usable space.

The panel is a sandwich with a permanent-finish porcelain enamel steel skin completely bonded to a heavy Kraft paper honeycomb core and filled with granular insulation.

Ceramic glazed brick construction was undertaken especially at Saarinen's request after some experimentation.

GM financed a large kiln to

produce the bricks.

Saarinen said he wanted the Tech Center to resemble autumn leaves reflecting the late afternoon sun, so he selected brick colors of crimson, orange, yellow, blue, and neutrals of olive, slate and black.

Saarinen took some things from the auto industry.

For instance, windows in the buildings were quite revolutionary for the time. Saarinen's design was based on the mechani-

cal sealing gaskets used on car windshields.

Greg Wallace, manager of the GM Heritage Center, recalled that when the Tech Center opened up in the mid-1950s, Warren was still basically a "farm town."

"The Tech Center was certainly the biggest thing to happen to Warren," Wallace said.

"I remember as a kid growing up riding my bike by the Tech Center and thinking how futuristic it looked."

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## 'Pioneering New Way for Consumers to Research a Vehicle' – Francois

It's now possible to take a factory tour without actually being there, thanks to Chrysler's new 200 Virtual Tour.

As the 2015 Chrysler 200 continues to arrive at dealerships across the country, the automaker is presenting the Chrysler 200 Factory Tour experience with Google Maps Business View.

The virtual tour gives consumers a first-of-its-kind look inside the automaking process. With 360-degree interactive films and photography, the virtual tour allows users to get up close to aspects of the assembly process, taking them inside the 5 million square feet of the Sterling Heights Assembly Plant (SHAP).

The Chrysler 200 Factory Tour is available on both laptop and mobile devices, including both Android and Apple operating systems.

"Just as we pioneered a completely new Chrysler 200, we are pioneering a new way for consumers to research a vehicle," said Olivier Francois, Chrysler's chief marketing officer.

"The Factory Tour is an opportunity for us to prove to consumers that the all-new 2015 Chrysler 200 is not one ever built before. It's 'all-new' in every aspect, and will challenge consumer perceptions in the mid-size segment.

"I personally wish everyone could visit the plant to walk through and experience the fascinating process live. But since we can't bring people to the plant, we've worked with Google to openly bring the plant to the people, so they can themselves experience how these processes drive precision, reliability and deliver an exceptional and truly all-new Chrysler 200."

An interactive online experi-

ence, [chrysler200factory.com](http://chrysler200factory.com), is introduced and narrated by SHAP employee Shawn Jeffers, senior manager of the plant's paint center.

He takes consumers inside the newly renovated assembly plant with Google Maps Business View.

Nearly \$1 billion was spent to prepare the facility to play an integral role in the production of the 2015 Chrysler, said Chrysler spokesperson Diane Morgan.

"Consumers spend hours researching various characteristics of a car in the buying process," said Al Gardner, president of Chrysler Brand.

"In today's economy, and with so many consumer options, we believe showing where and how the 2015 Chrysler 200 is made will make a lasting impression, and continue to speak volumes about the company's commitment to quality and craftsmanship in the most transparent way.

"Many of these unique features go well beyond the ones consumers will be able to see in the new 200 on the showroom floor. But they matter and are vital to building a world-class vehicle. The Chrysler 200 Factory Tour gives us this opportunity."

The tour begins with a 30-second introductory film titled, "Reverse," leads into a premium-quality, 360-degree virtual tour of the factory's interior, using Google Maps Street View technology.

The Chrysler brand, with the help of Google Trusted Photographers, captured the auto-manufacturing process through a variety of films and photography.

A navigation tool offers people a guided tour through 12 unique videos that are dedicated to individual areas of the assembly plant.

Or, they can explore every inch



The public can go online to see SHAP's new energy-efficient paint facility in action.

of the 5 million square feet on their own.

Some highlights:

- The New Body Shop – More than 1 million square feet and more than 1,000 robots at work to build one automobile.

- The Butterfly Assembly – An efficient process that simultaneously brings together the two sides of the body on opposite sides of the factory before making their way to the heart of the

facility where they are married.

- Laser Brazing – An advanced system in the body shop where lasers carefully seal each edge of the roof with one long weld.

- State-of-the-Art Metrology Center – A team of engineers and skilled tradesmen check every last micron of the Chrysler 200 to ensure the precision of the vehicle's fit and finish.

- The New Paint Shop – One of the most energy-efficient and ad-

vanced paint shops yet, said Gardner, gives the Chrysler 200 its color, as well as even more durability and protection.

The Chrysler 200 Factory Tour experience, created in partnership with independent advertising agency Wieden+Kennedy Portland and development partner Legwork, will also extend to Chrysler brand's social media channels, including Instagram, Facebook and Twitter.

## Ford Dealer and Pioneer Irma Elder Dies at 84

Irma Rose Elder, 84, CEO and founder of Elder Automotive Group, died on Tuesday, Sept. 30, 2014.

Born in Xicotencatl, Mexico, Mrs. Elder moved with her family to the United States as a teenager, speaking only a few words of English. In 1983, she took over the reins of Elder Automotive Group, following the death of her husband, James Elder, making her the first woman to own a Ford dealership in the Greater Detroit area.

The group became one of the largest woman-owned businesses in the country.

Mrs. Elder was the recipient of many civic awards, including the 2014 Lifetime Achievement Award by the National Association of Minority Automobile Dealers (NAMAD), for her commitment to the community.

She regularly spoke to minority and women's groups, as she was known for passionately conveying messages of strength, leadership and opportunity.

"Irma was one of our most respected and pioneering Ford dealers, as well as a great friend," said Ford CEO Bill Ford, Jr. "She was relentless in her pursuit of success in business, philanthropy and community engagement. Her warmth and passion will be missed by all who knew her, including our team at Ford."

Mrs. Elder is survived by two sons, Tony and Robert; daughter

Stephanie; six grandchildren; and four siblings. She was predeceased by her husband, James.

A funeral Mass was celebrated Oct. 3 at St. Hugo of the Hills Church in Bloomfield Hills.

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## CEOs Say Turmoil in Russia Will Hit OEMs' Bottom Line

PARIS (AP) – The European car market is seeing a fragile recovery after six years of decline, but CEOs in Paris are scaling back hopes that Russia could help drive the rebound. The sanctions imposed on the country for its involvement in the Ukraine crisis have dented confidence.

The sanctions from the U.S. and the European Union are one reason why many economists think Russia is heading for a recession.

Ford CEO, Mark Fields, told The AP on Oct. 2 that "weakness in Europe driven by Russia" was one reason for the company's recent lowered profit expectations for 2014. With three plants and annual sales volumes around 120,000 units, Russia had been

important to Ford Europe's goal of returning to profitability by 2015. The company announced that it expects profits of \$6 billion to \$7 billion this year, instead of \$7 billion to \$8 billion.

Sergio Marchionne, Fiat-Chrysler's CEO, said at the world's oldest car show that he didn't expect a rebound in Russia over the next 12 months. "I do think that in the medium term this thing will settle . . . and the only reason that I say that is because the alternatives are relatively ugly."

Renault-Nissan CEO Carlos Ghosn said the sanctions were having "an impact on the Russian market, which as you know is in full contraction . . . we are hit indirectly by this."

## New LED Fixtures to Light Up Ford's Life

Ford Motor Company has begun installing LED lighting at manufacturing facilities across the globe.

The new lights, valued at more than \$25 million, will save energy and money while improving safety and lighting quality, said Ford spokesperson John Cangany.

The 25,000 new LED fixtures will replace traditional high-intensity discharge and fluorescent lights, and are expected to reduce Ford's energy use at manufacturing facilities by 56 million kilowatt-hours annually – enough to power more than 6,000 average-sized homes per year.

That equates to an up to 70 percent reduction in lighting energy consumption compared with traditional technologies. Annual energy costs are expected to be reduced by approximately \$7 million, Cangany said.

The need for maintenance will diminish, as LED lighting has a 15-year life expectancy. Studies show LED light output remains steady at less than 1 percent degradation per year over the life of the equipment, while fluorescent and HID fixtures require re-lamping in as little as two years.

LED lights improve safety by eliminating hazardous materials in fixtures and lowering fire risks. At the same time, the technology provides a brighter work area, better uniformity and improved color perception, resulting in a better quality of light for plant employees, said John Fleming, executive vice president of Ford Global Manufacturing and Labor Affairs.

"We are extremely pleased to install this leading-edge technology in our manufacturing facilities worldwide," said Fleming. "This is a long-term investment in our fu-

ture that highlights our aggressive approach to lead in environmental improvements and achieve operating efficiencies."

In 2011, Ford embarked on an aggressive program to lower its energy use 25 percent per vehicle produced at its facilities by 2016. The automaker is well on its way toward meeting that goal, having achieved a 20 percent energy efficiency already, said George Andraos, director of Energy and Sustainability at Ford Land. The switch to LED lighting helps to ensure Ford will meet its target, he said.

"Moving to LED gives us impressive efficiency improvement," said Andraos.

"Ford worked closely with its scientists and suppliers to investigate and closely follow the rapid development of LED lighting."

In 2013, we selected Dialight, a leading LED industrial fixture manufacturer with a global footprint, to develop light fixtures that meet Ford's global needs."

Work began at Dearborn Truck Plant late last month to replace worn and outdated overhead lighting, Cangany said.

The LED replacement program will continue through the year at 17 other Ford manufacturing facilities across the globe, including Kentucky Truck Plant in Louisville; Livonia Transmission Plant; Dearborn Stamping Plant; Essex Engine in Windsor, Ontario; Dagenham Engine Plant in England; and Oakville Assembly in Ontario.

"Ford has a deep commitment to the environment," said Donna Inch, chairman and CEO of Ford Land. "By creating outstanding products, investing in the facilities where our employees work, and using such technology as LED lighting, we are helping to

promote a sustainable future."

Recently, Ford also announced that it will work with DTE Energy to install Michigan's largest solar carport at its Dearborn world headquarters. When completed in early 2015, the project is expected to generate 1.3 million kilowatt-hours annually, enough energy to power 159 average-sized homes for a year.

## Toyota Recalling Tacoma Pickups

DETROIT (AP) – Toyota says it is recalling 690,000 Tacoma pickup trucks because the rear leaf springs could break, puncture the gas tank and cause a fire.

The recall covers Tacoma Four-by-Four and Pre-Runner pickups from the 2005 through 2011 model years.

The automaker says the leaf springs can fracture due to stress and corrosion. They can move out of position and come into contact with surrounding components, including the gas tank. Toyota says it's not aware of any fires, crashes or injuries from the problem.

Owners will be notified by mail and Toyota says dealers will fix the problem at no cost.

## Faurecia Annual Food Drive Helps Feed the Hungry

CONTINUED FROM PAGE 1

progress the FUELS program has made over the past four years," said Faurecia North America president Mike Heneka.

"Our results have grown exponentially with each campaign, and today FUELS is an important pillar of our company and of the communities that we call home."

"We understand that one measure of our own health is the well-being of the communities in which we live and work, and all of us at Faurecia appreciate that everyone counts in this effort."

One in seven Americans – more than 46 million people – rely on food pantries and meal service programs to feed themselves and their families, according to a study released this month by Feeding America, the nation's largest provider of charitable food assistance, said Sapienza.

The FUELS program aligns with Hunger Action Month, when the Feeding America nationwide network of food banks unites to urge individuals to take action in their communities.

"Despite all the social and technological advancements our nation has made, millions of Americans remain at risk of hunger right now," said Gerry Brisson, president of the Gleaners Community Food Bank of Southeastern Michigan, one of Faurecia's partners.

"These are often hard-working adults, children and seniors who simply can't always make ends meet and may be forced to go without food."

"The FUELS program serves as an inspiring example of how corporations and employee volunteers can work together to help those in need across North America's cities and neighborhoods."

"Lives are being sustained and communities are being strengthened by the people who dedicate their time, energy and resources to the FUELS program every year."

Faurecia spokesperson Jessica Sader said that the results of this year's FUELS food drive showed that the Faurecia team reached its 4-million-meal goal, collectively donating the significant amount of assistance over the five years across North America.

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# Matt Hagan Takes Mopar Charger To 2nd in St. Louis

For the second time in the National Hot Rod Association (NHRA) "Countdown to the Championship", Don Schumacher Racing's Funny Car driver Matt Hagan battled his way to a final round appearance, this time earning a runner-up finish in the Mopar Express Lane Dodge Charger R/T at the third annual AAA Insurance Midwest Nationals at Gateway Motorsports Park near St. Louis on Sept. 28.

Hagan previously won the opening round of the six-event playoff series with the Carolina Nationals title victory, and with Sunday's runner-up finish, retains his third place standing in the battle for the NHRA Funny Car championship with three national events remaining in the Countdown.

Hagan beat Alexis DeJoria, Jeff Arend and Chad Head to advance to his second consecutive final round appearance at Gateway Motorsports Park and his fourth of the 2014 Mello Yello Drag Racing series season.

Hagan lined up his Dodge Charger R/T against Courtney Force and beat her off the starting line with a .056 to .076 second reaction time, but the Mopar driver's 4.121-second elapsed time run at 309.77 mile per hour was not quite enough to beat his opponent's 4.094-second run at 313.44 mph.

Courtney Force's title win moves her ahead of Hagan and behind her father, points leader John Force, in the Countdown standings.

# SRT Drivers Run Into Problems at Virginia Track

Street and Racing Technology Motorsports and its Dodge Challenger SRTs ran as high as second with a best result of 12th in the Trans Am Series' 10th event of the 2014 season at Virginia International Raceway (VIR) on Sept. 28.

Tommy Kendall piloted the No. 11 Dodge Challenger SRT to a 12th-place result in the TA2 class, while Cameron Lawrence finished 15th in the No. 1 Dodge Challenger SRT in the 31-lap contest on the 3.27-mile VIR circuit.

Lawrence started second in the No. 1 Challenger and maintained the position through the event's first 10 laps before an engine issue forced the driver to pit on lap 16. With no available remedy in the pit stall, the 2013 TA2 champion returned to the track shortly thereafter, but the engine expired four laps later.

With his 15th-place result on the Virginia track, Lawrence retained the TA2 class points lead with a scant one-point advantage over the second-place driver, Adam Andretti, with just November's season finale at Daytona International Speedway left.

Kendall, a four-time Trans Am champion (1990, 1995-97) qualified fifth for the event, but a mechanical issue forced the driver to miss the beginning of the race. The vehicle started after pit road changes and the Trans Am legend returned to the 17-turn track, but was then hampered by a flat tire and relegated to a 12th-place finish.

The VIR race marked Kendall's third series start in 2014, his first Trans Am season since last racing in the series in 2004. VIR was the fourth series start for SRT Motorsports and its two Challenger entries.

The Miller Racing Dodge Challenger SRTs next compete in the 11th and final round of the 2014 Trans Am Series schedule at Florida's Daytona International Speedway on Saturday, Nov. 15.

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## Lear Ends Two-Tier Pay

HAMMOND, Ind. (AP) – Workers at a Lear Corp. plant in northwestern Indiana approved an agreement Sept. 21 that will end a two-tiered pay system that left some workers earning much less than others.

The United Auto Workers said in a statement that members of Local 2335 had “overwhelmingly” backed the four-year contract. It did not give a specific vote count. Local 2335 Vice President Hanif Hassan had said earlier that about 760 union members were voting.

Workers at the Hammond plant about 30 miles southeast of Chicago make seats for the Explorer and Taurus models produced at Ford’s Chicago Assembly Plant.

They went on strike Sept. 13, but returned to work the next day after the tentative deal was reached.

UAW Local 2335 President Jaime Luna said the contract will end a system that locks newer workers into lower wages, and will raise the top wage to \$21.58 an hour.

Under the tiered system, Hassan said upper-tier workers could earn nearly \$20 an hour while some workers on the lower tier made as low as \$11 an hour. Many fast-food workers do not earn much more than the federal minimum wage of \$7.25 an hour.

The union’s hard-line stance with Lear Corp. in striking to get rid of the second-tier wage could be an indication of how it will handle contract talks next year with General Motors, Ford and Fiat Chrysler Automobiles.

“The agreement is a victory not just for the workers at our plant, but for thousands of autoworkers across the country who do the same hard work we do and will benefit from the high-

er standard we achieved by taking a stand in Hammond,” Luna said in the statement.

Workers have been pressuring UAW leaders to scrap the lower wage because recently hired factory workers make only about two-thirds of the roughly \$28 per hour that longtime UAW members get for doing the same jobs. The two tiers violate a UAW principle of all-in solidarity.

The union agreed to the second tier in 2007 as Detroit automakers were headed into financial trouble, and it allowed expansion of the lower wages in 2009.

The lower pay, which then started around \$14 per hour, was instrumental in bringing Detroit automakers back from near death during the Great Recession by cutting the automakers’ labor costs to make them competitive with U.S. factories run by Asian automakers.

Now, all three automakers are pulling down healthy profits, and many in the union think it’s time to end the second tier.

“The UAW has shown that it is willing to do a strike in order to get out of a two-tier wage settlement and have a single tier,” said Gary Chaison, a labor relations professor at Clark University in Worcester, Mass.

“I think they perceive that as a mess that we got ourselves into; this is a mess we were going to get out of.”

The union was barred from striking against GM and Chrysler in the 2011 contract talks while the two companies were partly owned by the U.S. government, but that prohibition is over.

Automakers want to keep the second-tier wages, or bring down the top tier in order to keep their costs in line. This creates an early disagreement in contract talks that officially start next summer.



Chrysler’s director and head of Electrical Components Purchasing Marvin Washington, second from right, with GSU students, from left, Uche Agharanya, Osereme Osara and Brandon Smith

## Chrysler Names Winners of Renegade Launch

Students from Georgia State University became national champions and earned \$25,000 in scholarships at the annual National Black MBA Association (NBMBAA) Student Case Competition, sponsored by Chrysler.

MBA candidates from more than 30 of the nation’s leading business schools competed this month for \$50,000 in scholarships in the competition.

The NBMBAA/Chrysler Group National Student Case Competition is an annual event designed to give high-powered student teams an opportunity to demonstrate their knowledge and problem-solving skills in a formal competition, said Chrysler spokesperson Christina Biache.

Teams are given a business case from which they develop business solutions. Each student team then prepares and presents its case to a panel of experienced business executives.

Teams are judged on their analysis of the case, the feasibility of their recommendations and the quality of their presentations.

The business case for 2014 required teams to develop a market launch plan for the new 2015 Jeep Renegade.

The competition is held each year as part of the NBMBAA’s Annual Conference and Exposition, which was held this year in Atlanta Sept. 16-20.

Chrysler has been an active supporter of NBMBAA for more than 30 years, Biache said, and the exclusive sponsor of the Student Case Competition since 1995. Over that time, more than 2,000 MBA students have participated in the competition.

“Chrysler Group is proud to continue our long-standing sponsorship of the National Black MBA Association/Chrysler Group

Student Case Competition,” said Michael Keegan, senior vice president of Human Resources, Chrysler and co-chair of the company’s Global Diversity Council.

“The competition is a premier showcase event for student achievement allowing Chrysler Group to demonstrate its continuing commitment to identifying, recruiting and developing diverse talent and future business leaders.”

This year, the second- and third-place teams represented the University of St. Thomas (Minnesota) and Emory University (Georgia), earning \$15,000 and \$10,000 in scholarships, respectively.

Winning teams were announced at an awards luncheon on Sept. 19. Scholarships were provided by The Chrysler Foundation.

The focus of this year’s business case, the 2015 Jeep Renegade, provided a unique opportunity for competitors, Biache said, as the vehicle is entering the growing small sport-utility vehicle segment.

## Challenger SRT Hellcat Sets Auction’s Charity Record

CONTINUED FROM PAGE 1

Barrett-Jackson auction means the most powerful muscle car ever will also have a very powerful impact on the people who benefit from the services of Opportunity Village,” said Tim Kuniskis, president, Dodge and SRT Brands.

“The VIN0001 muscle car was not only one of the hottest cars that rolled through the Barrett-Jackson auction lanes, it is also the ultimate collectible 2015 Dodge Challenger as Dodge is ensuring there will never be another one like it.”

The special edition 2015 Dodge Challenger SRT Hellcat, with a 6.2-liter supercharged Hemi V8 engine and 0001 vehicle identification number (VIN), has an NHRA-certified quarter-mile time of 10.8 seconds at 126 mph with drag radials, 707 horsepower and 650 lb.-ft. of torque on tap right from the assembly line.

Adding to the exclusivity, the donated muscle car is the only Dodge Challenger to ever have a Viper-exclusive Stryker Red exterior – hand-painted at the Dodge Viper paint facility – and it includes special Hellcat badging on the instrument panel and supercharger, specific VIN documentation and one-of-a-kind memorabilia.

The auction package includes

a 6.2-liter supercharger engine cover and a Hemi Orange painted base presentation box with a VIN0001 electronic vehicle build book and a video documentary on an iPad mini that shows the step-by-step build process of the car.

The one-of-a-kind presentation box also includes still shots, vehicle footage, a customized key fob holder, an authentic Dodge Challenger SRT Hellcat embossed Laguna Leather iPad sleeve, a SRT Hellcat lithograph and unique “birth certificate” for VIN0001.

Rick Hendrick, owner of Hendrick Motorsports and several Chrysler Group dealerships, was the winning bidder at the auction.

The Engelstad Family Foundation was established in 2002 in honor of family patriarch Ralph Engelstad.

Since then, the foundation has donated generously to the Las Vegas community, Starnes said.

“With 707 horsepower, the 2015 Dodge Hellcat is more than just the most powerful muscle car built by an American manufacturer,” said Craig Jackson, chairman of Barrett-Jackson Auction Company.

“It is also the means to help countless people with severe intellectual and related disabilities reach their potential.

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# Cadillac Interiors Get the Handcrafted Treatment

Cadillac does some things the old-fashioned way.

One is to build all of its models' interiors via Cut-and-Sew, a technique combining the precision of advanced technology with the care of handcraftsmanship.

Cadillac joins materials for major interior components by hand-stitching.

"Put simply, Cut-and-Sew is people sitting behind sewing machines and sewing the material together," said Eric Clough, design director, Cadillac interiors.

"We use Cut-and-Sew in Cadillacs because it is distinctive and a very premium process."

Erin Crossley, design manager for Cadillac color and trim, said, "Cut-and-Sew shows a level of craftsmanship and a level of care taken in creating a product. It gives something for the customer to connect with.

"You see the same kind of material detailing in other items luxury consumers value, like high-end furniture and leather handbags."

Cadillac spokesperson David Caldwell said he had never seen anything like how Cadillac makes its interiors before.

"We make these by following traditional techniques," Caldwell said. "Other companies will have, say, a big console mold and have appliques glued on the console for a final product.

"I mean, they can look nice, but I see it as the difference between a plastic chair and real furniture. There's really only one way to do this first-class – the old-fashioned way.

"We released a video of how

the work was done because we wanted people to see real people doing the actual work."

Before pieces are sewn together to form the coverings for various interior components, materials and hides are hand-inspected and the patterns "nested" by a scrap-reducing computer-automated machine.

These pieces are transferred to different stations for the hand-sewing of functional and decorative stitching.

Application to the various interior parts – such as dashboards, door panels and center consoles – are also done by hand.

Lasers that cut the perforation for the airbag door and three-dimensional computer mapping that determines the best way to fit materials onto a certain interior piece fuse state-of-the-art technology with the human touch.

While many luxury carmakers have used this technique for top-end models, no other brand applies them to all its cars, said Caldwell, adding that Cadillac offers Cut-and-Sewn interiors from its entry ATS product line up through to the Escalade SUV.

"Mercedes offers it on some of their vehicles, but not all of them," Caldwell said.

The Cadillac design and engineering teams work with several suppliers to craft the interiors, which are installed during final vehicle assembly.

"There are other mass-produced processes less expensive, more efficient and don't require as many people, but when you see the real thing, you know that it's genuine," Clough said.



Cadillac employees hand-stitch materials for interior components.

## 'CT6 All-New' – Ellinghaus

When it launches in late 2015, the new Cadillac CT6 will expand the brand's range upwards – meaning it will not replace any current product.

That, according to Uwe Ellinghaus, Cadillac chief marketing officer.

"The Cadillac CT6 continues our brand's elevation and global growth," said Ellinghaus. "CT6 will constitute an entirely new approach to the prestige sedan, emphasizing a dynamic driving experience and advanced technology."

Positioned above today's CTS and XTS product lines, the CT6 aims to join the elite group of top-class large luxury cars.

Currently in development, the new RWD-oriented sedan uses advanced, lightweight materials and new body construction techniques to reduce fuel consumption while enhancing driving dynamics and safety, said Travis Hester, Cadillac CT6 executive chief engineer.

"This Cadillac will be the lightest and most agile car in the class of top-level large luxury sedans," said Hester.

"Using the lessons learned from our dynamic ATS and CTS product lines, we have developed an entirely new vehicle ar-

chitecture for the CT6. It will employ a mixed material philosophy that combines the best and most efficient components optimized for each area of this new top-of-the-range car."

The model name CT6 is derived from Cadillac's use of CTS for its centerpiece carline, the current version of which is *Motor Trend* Car of the Year for 2014, *Road & Track's* Best Luxury Sedan and one of *Car and Driver's* "10 Best."

The name also indicates a coming shift to a simplified naming convention for future Cadillac models, Ellinghaus said. Under this strategy, familiar lettering like "CT" would be used for car models, with the number indicating the relative size and position of the cars in the hierarchy of Cadillac models.

"As we expand the portfolio, we can assist consumers in placing the cars within a structure, as they compare cars both within our showroom and across the market generally," Ellinghaus said.

"However, this will be an evolutionary process – we will only change a product's name when the product itself is redesigned or an all-new model is created, as in this instance."

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## GM to Challenge Students To Push Creative Boundaries

General Motors' manufacturing team is looking to develop practical applications for the latest crazes that will go beyond providing the wearer directions to the nearest coffee shop.

And they're looking to college students to develop practical applications for these gadgets.

The GM Innovation Challenge will engage students at four major universities in a fast-paced competition to find new uses for additive manufacturing - 3D printing and augmented reality - devices similar to Google Glass, said GM spokesperson Tom Wickham.

Pennsylvania State University, Georgia Institute of Technology, the Massachusetts Institute of Technology and the University of Michigan in Ann Arbor are participating in the GM Innovation Challenge, recruiting student teams to develop concepts for products and processes that can be deployed on a factory floor.

"This challenge is one of multiple things GM is doing around the world to change the perception that manufacturing employs old-world techniques to build vehicles," said Kurt Wiese, vice president of Global Manufacturing Engineering.

"In fact, many new and emerging technologies that are often viewed as fads have practical applications in a factory."

The GM Innovation Challenge formally kicks off the week of Oct. 6 with teams at each of the four schools selecting a topic,

brainstorming ideas and developing concepts that will be presented to a team of GM judges the week of Nov. 3.

The winning team from each school will travel to Detroit for the finals on Nov. 17-18.

Each winning team at the school level will get \$500 per team member. The overall winner will get \$1,000 per team member and internships at GM during the summer of 2015.

"Wearable devices, augmented reality and 3D printing are perfect examples of the impact a rapid advance in technologies can have in providing solutions not conceived of just a few years, or even a few months ago," said Anthony A. Atchley, senior associate dean at Penn State University's College of Engineering.

For Jeffrey Motala, manager of vehicle systems integration at GM, the challenge will test the students' abilities to develop something that can be reasonably implemented, but still push the boundaries of creativity.

"GM employees around the world already look at unconventional tools, technologies and processes and how they can be applied in our factories," Motala said, mentioning the use of Google Glass to train paint shop employees at GM's Orion Assembly plant.

"By challenging college students to do the same, we hope to demonstrate the possibilities that await them if they choose a career in manufacturing."

## GM Brings Home a Perfect Score In Climate Change Data Disclosure

General Motors for the first time achieved perfect scores on both climate change data disclosure and performance submitted to CDP, the world's only global environmental disclosure system.

Featured in the CDP S&P 500 Climate Change Report 2014, GM ranks among the world's largest companies acting in response to a changing climate.

The achievement was announced as world leaders came together in New York City during last week's Climate Week gathering in which the challenges and opportunities of global warming were discussed.

"Our customers expect us to help mitigate, if not eliminate, issues such as congestion and pollution," said GM CEO Mary Barra. "This extends to how we build our products and how we engage with the world around us."

"This has led to expanded use of renewable energy, a 'zero waste' mindset and other initiatives that have sharply reduced our energy intensity, resource consumption and greenhouse gas emissions worldwide."

GM asserts addressing climate change is not only good for the environment, it delivers tangible business value, said GM spokesperson Sharon Basel.

With a customer-driven sustainability approach, Basel said, the company restructured its product portfolio to maximize vehicle efficiencies and rethought its manufacturing process to conserve resources vital to the industry.

"Our CDP ranking shows that we're measuring and pulling insight from our energy and carbon data to capitalize on opportunities for greater efficiency," said Barra. "It reinforces our stewardship and sustainability goals."

"Responding to CDP helps us communicate to the financial community that we're prepared for changing market demands and emissions regulation."

management of greenhouse gas emissions and risks and opportunities associated with climate change.

Scores are communicated to investors and other decision-makers.

The S&P 500 Climate Disclosure Leadership Index highlights companies listed on the Standard & Poor's 500 Index displaying a high level of transparency and data quality in their disclosure of climate-related information.

High scores indicate robust climate data and a good understanding of corporate climate change-related issues.

For the second time, GM ranks in the top 10 percent of companies for its disclosure scores. With a perfect score of 100, GM is one of 33 S&P 500 companies included this year.

GM's inclusion in the S&P 500 Climate Performance Leadership Index demonstrates its commitment to managing climate change by integrating it into its business strategy and taking steps to mitigate climate-related risk, Barra said.

The company's first perfect climate performance assessment of "A" makes it one of 63 such S&P 500 companies.

Earlier this year, the U.S. EPA recognized GM's efforts to raise consumer awareness of climate change with a 2014 ENERGY STAR Partner of the Year - Climate Communications Award. GM shares energy efficiency best practices within its own operations and with suppliers, partners and customers to amplify the positive effects of energy-efficient behaviors, Basel said.

Worldwide, GM is working toward a commitment to reduce energy and carbon intensity from its facilities 20 percent by 2020, Basel said.

The company received back-to-back ENERGY STAR Partner of the Year - Sustained Excellence awards and remains the only automaker signatory of the Climate Declaration, Basel said.

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# Camaro Z28 Motor Trend's 'Best Driver's Car'

Chevrolet Camaro Z/28 is Motor Trend's 2014 Best Driver's Car. It's the first American-brand car to win the 7-year-old award.

The Best Driver's Car contenders are selected from all new or significantly revised performance cars launched in the 12 months prior to the test.

To pick the winner, the editors of Motor Trend conduct objective and subjective testing – including digitally instrumented laps at the Mazda Raceway Laguna Seca, and high-speed driving up and down a 4.3-mile hill climb on a closed rural highway – to determine which car delivers the most engaging experience behind the wheel.

After completing that battery of tests, the editors of Motor Trend wrote:

"If you'd asked us five years ago whether the then-all-new Chevrolet Camaro would be invited to Best Driver's Car, we would have scoffed. Had you suggested that a Camaro would win Best Driver's Car, we'd have all had a good belly laugh at the very notion. Who's laughing now?"

"The transformation of the fifth-generation Camaro from 'muscle car that handles pretty well' to Best Driver's Car winner is astounding. You feel the superior engineering in how the car responds to inputs both internal and external.

"From within, the car reacts immediately and precisely to your commands but doesn't punish your mistakes. From the outside, the Z/28's suspension attacks bumps and dips with an unbridled passion for keeping the tires on the pavement."

"The mission for the new Z/28 was to create the most capable, best-handling Camaro in our history," said Mark Reuss, General Motors' executive vice president of Global Product Development.



2015 Chevrolet Camaro Z28

"As such, I can't think of a better validation of that mission than for the Z/28 to be named Motor Trend's Best Driver's Car."

The Camaro Z/28 was built on the legacy of the original SCCA Trans Am-series contender introduced in 1967, Reuss said, adding that its exterior is designed like a race car to produce downforce that presses the car against the track for greater grip and faster lap times.

Comprehensive chassis and suspension changes, including a lower center of gravity, specific stabilizer bars, higher-rate coil springs and other chassis and suspension features have been optimized for the track, Reuss said, enabling more than 1.08 g in lateral acceleration and 1.5 g in deceleration.

Racing-bred dampers, tires and Brembo carbon ceramic brakes play important roles, he said, in not only maximizing performance, but making it more predictable and consistent with every lap.

Engineers also made sure the Z/28 was as light as possible to maximize its power-to-weight ratio, Reuss said – everything from

lightweight wheels to thinner rear-window glass is used to reduce curb weight and improve the overall weight balance. The carbon ceramic brake rotors, for example, collectively save more than 20 pounds of unsprung weight, compared with the Camaro SS, Reuss said.

In fact, he added, 100 percent of the unsprung mass – suspension, wheels, tires and brake system – has been changed from the Camaro SS, dramatically enhancing the balance and overall driving feel of the Z/28.

A 7.0L LS7 V8 rated at 505 horsepower and 481 lb.-ft. of torque, said Reuss, complements the lightweight vehicle components to give the car a 7.6:1 power-to-weight ratio.

It was bred on the racetrack, he said, with features designed for high-rpm performance and durability, including a durable forged-steel crankshaft, lightweight titanium connecting rods and high-flow cylinder heads with lightweight titanium intake valves.

All this work on engineering and ride, Reuss said, both on and off the track, paid off.

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## GM, Nonprofit Emphasize Child Safety

Nine out of 10 parents take children out of car booster seats before they are tall enough, according to a study released as part of National Child Passenger Safety Week last week.

Safe Kids Worldwide's report, "Buckle Up: Booster Seats," funded in part by a \$2 million grant from the General Motors Foundation, also finds seven out of 10 parents do not know a child should be at least 57 inches (4-foot-9-inches) tall to ride in a car without a booster seat.

"Car seats, booster seats and seat belts are engineered to offer more protection than ever," said Kate Carr, president and CEO of Safe Kids Worldwide.

"But we found there's a need to remind parents, and anyone who drives a child, about the importance of using a booster seat until a child is at least 57 inches tall and weighs between 80 and 100 pounds."

The study is based on a national online survey of 1,000 parents of children ages 4 to 10.

"We're committed to our partnership with Safe Kids and the work we do to improve child passenger safety," said Jeffrey Boyer,

General Motors vice president for Safety and GM Foundation board member.

**"There's more we can do to ensure that children are buckled up . . ."**

**— Jeffrey Boyer  
GM Safety VP**

"All who share a commitment to protecting passengers should take pride in the progress that's been achieved. However, this report is an important reminder that there's more we can do to ensure that children are buckled up correctly on every ride, every time."

Throughout the third week in September, Safe Kids coalitions partnered with Chevrolet and other GM dealerships across the country to host more than 600 events to ensure children are fitted with the proper seat and to

check that child safety seats are installed correctly in the vehicle.

Safe Kids Worldwide is a global nonprofit organization dedicated to preventing unintentional childhood injury, the number one cause of death to children in the United States.

Throughout the world, almost one million children die of an injury each year, and almost all of these tragedies are preventable, said Boyer.

Safe Kids works with an extensive network of more than 500 coalitions in the U.S. and with partners in more than 25 countries to reduce traffic injuries, drownings, falls, burns, poisonings and more.

"Since 1988, Safe Kids has helped reduce the U.S. childhood death rate from unintentional injury by 56 percent," said Carr. "Working together, we can do much more for kids everywhere."

Since its inception in 1976, the GM Foundation has donated hundreds of millions of dollars to American charities, educational organizations and to disaster relief efforts worldwide.



GM poses a child properly restrained in a booster seat.

## Women Panelists Encourage STEM for Young Girl Students

by Jim Stickford

The role of the chief information officer has changed over the years, according to Biogen Idec CIO Andi Karaboutis.

As CIO and executive vice president of Technology and Business Solutions, Karaboutis was one of the panelists at last week's 2014 IT Executive Connection Summit sponsored by the Michigan Council of Women in Technology.

The summit was held at the Westin Book Cadillac in Detroit.

The panelists were Karaboutis; Kerry McCracken, VP of Business Architecture and Delivery for Flextronics; and Rebecca Jacoby, senior VP and CIO for Cisco.

Karaboutis went on to say that a CIO has to become part of the business he or she serves. They can't just provide technology and expect it to help the business, she said.

Panelist Rebecca Jacoby said IT in today's world is operating in a larger ecosystem that extends beyond a company and its suppliers.

"A CIO has to understand how all of a company's processes work together," Jacoby said.

"And it's not a static thing. You can't just say, 'We've done X, now we're done.'"

"You have to be an expert in applying policy with your technology and you have new technologies come together in a way that provides access and focus so it can be used to help steer the company. IT should help make clear what is possible for a company."

McCracken said she grew up in what would become Silicon Valley.

She saw the area just "blow up" with tech companies and always wanted to become an engineer.

Her parents encouraged her and she said she ended up breaking a lot of molds.

"I was always pretty smart," McCracken said.

"But in the fourth grade, I did badly on a test and I asked my male teacher why. He said girls were just bad at math. I told my mother what he said, and she said that wasn't true. I just needed help.

"I got a tutor and that gave me the help I needed. I always had the support I needed to succeed."

Karaboutis said she grew up pumping gas at her Greek immigrant father's gas station at 10 Mile and Jefferson.

Her parents always encouraged her to take the road less-traveled.

When she found math hard, her parents told her that just because something is hard doesn't mean you don't love it.

Jacoby credited her mother for encouraging her sense of curiosity and desire to learn.

"I was taught to think of myself as a learner, so when I took jobs,

I learned new things and that's how I ended up here," Jacoby said.

As to getting more women into IT, Karaboutis said it has to be done young.

She said the fourth grade "is a pivot point where we lose a lot of girls who might go into STEM fields."

They need to be told that STEM is for them, too, said Karaboutis.

"A few years ago, I heard a statistic where more parents encourage their daughters to become actresses than to go into STEM," she said.

"That's just odd. Women are wired differently from men, but that just means we approach problems differently."

Jacoby added, "We need both big and small solutions. In Silicon Valley, you innovate or you die. This creates a strange environment where everything is a constant crisis.

"So, people look to gather others around them that they will feel comfortable with.

"We can't change the percentages of women in IT without real leadership. This has to be addressed on multiple levels."

And it starts with young girls, Jacoby said. She encourages her six-year-old niece in her love of math by shouting, "Yea, math!" every time they meet.

McCracken said that it's just about knowing technology. Women have to be taught to have confidence in themselves.

"Anything you can do to get teenagers out of their heads is good," McCracken said. "It can be field hockey or music or whatever.

"Girls shouldn't worry about their makeup being perfect when they're 10.

"Women can learn from men that sense of aggressiveness, that ability to go after what you want. This won't change overnight."

Karaboutis said that more has to be done to encourage the population as a whole to go into STEM fields of study. But getting women into IT businesses starts at the school level.

"In order to fill executive ranks, you need to build up the feeder pools," Karaboutis said. "From grade school on up.

"It's not sustainable if you don't."

"I think corporate America wants this," Jacoby said. "But we need a tighter handshake between government and business.

"I feel comfortable saying this no matter what your politics are.

"For women to get ahead, it's not enough to put your head down and do the work. That's just the table stakes.

"You have to speak up and help solve problems. And you have to recognize opportunities and act when you see them.

"When you do that, getting ahead takes care of itself. At least, that's been my experience."

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# GM Honors N.Y. Firefighter with Donations

Two GM groups have donated funds to help build specialized, adapted homes for injured U.S. military veterans.

The General Motors Foundation donated \$50,000 to the Stephen Siller Tunnel to Towers Foundation and GM's Customer Care and Aftersales Veterans Group also gave \$126,000 toward the cause.

Siller was a New York firefighter who died trying to save others on Sept. 11, 2001.

"Supporting our nation's military heroes and their families is extremely important to us," said Alan Batey, president, GM North America and GM Foundation board member.

"Through the GM Foundation's donation to the Stephen Siller Foundation, we will help provide our veterans with the stability of a safe and permanent home."

Batey, who presented the \$50,000 GM Foundation grant to support the "Building for America's Bravest" initiative, was joined by GM's U.S. Sales and Service Vice President Steve Hill, who presented the \$126,000. The Customer Care and Aftersales Veterans Group is one of several GM groups that advocate for current military and transitioning service members.

"General Motors has a long history of supporting the military," said Hill. "We are committed to supporting our veterans in three key aspects of their lives: helping them find a job after their mili-

tary service; helping them purchase a GM vehicle, and working with organizations like the Stephen Siller Foundation to help veterans find a place to live.

"We're committed to giving back to those who have given so much of themselves to keep our country safe."

The donations were announced at the 13th annual Stephen Siller Tunnel to Towers (T2T) 5K Run & Walk in New York City Sept. 28, where participants had the opportunity to retrace Siller's final footsteps.

Since the Stephen Siller Tunnel to Towers Foundation's inception in 2002, the annual New York City event and related activities have raised more than \$35 million for its various initiatives and programs, including supporting catastrophically injured service members through the Building

for America's Bravest program, said GM spokesperson Robert Wheeler.

The Stephen Siller Tunnel to Towers Foundation is a charitable organization set up to follow the footsteps of FDNY firefighter Stephen Siller, who ran through the Brooklyn Battery Tunnel to the World Trade Center towers on Sept. 11, 2001, carrying 60 pounds of gear on his back, to rescue his fellow New Yorkers.

Siller lost his life when the towers collapsed, leaving his wife, five children and six siblings to carry on his memory and share his story.

One of the primary missions of the Stephen Siller Tunnel to Towers Foundation is to honor the military members who have been seriously injured and sacrificed their quality of life in the line of duty.

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## UAW-Ford Shining The Light for Breast Cancer Awareness Month

Beginning Oct. 1, the spotlight will be on the UAW-Ford National Programs Center (NPC) Building - a pink spotlight, actually.

For the first time, in honor of Breast Cancer Awareness Month, the UAW will shine a pink light on its building at 151 W. Jefferson Ave. in Detroit as part of its efforts to promote awareness and raise funds to help find a cure.

In addition to the lighting at dusk, pink ribbons will be available for purchase by commuters for \$1 with proceeds benefiting the Sister & Sister Free Mammogram Program.

UAW-Ford also will host three additional events at its headquarters during the month of October in honor of Breast Cancer Awareness Month:

Oct. 16, 11 a.m.-1 p.m. - Ford Motor Company employees and union members are invited to participate in a complimentary luncheon and panel discussion. Representatives from Blue Cross Blue Shield will discuss breast cancer prevention, screening, early detection and treatment.

Oct. 20-22, 8 a.m.-4 p.m. - UAW-Ford is offering free mammogram screenings at its NPC Building. Women are invited to receive a free, confidential screening by Northland Radiology's Mobile Mammogram Unit, compliments of UAW-Ford.

Oct. 30, 6-9 p.m. - UAW-Ford concludes its fundraising efforts with a comedy show held at its NPC Building. The event features Ovation Entertainment comedians Joe Woodford, Larry Love and JuDee Brown with Hay-J serving as the emcee for the evening. Admission is \$25 at the door with proceeds benefiting the Sister & Sister Free Mammogram Program.

"Helping to bring awareness to, and provide funds for, important issues such as early breast cancer screening and detection is vital to our commitment to serve our community," said Jimmy Settles, UAW-Ford vice president.

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