

SEMINAR DATES! October 31 - November 4, 2016



EXECUTIVE SEMINAR: AUTOMOTIVE INDUSTRY GLOBAL PURCHASING AND SUPPLY CHAIN MANAGEMENT

FUNCTIONAL EXCELLENCE AND INTEGRATION FOR COMPETITIVE SUCCESS

Wayne State University, in cooperation with AIAG, is offering a one week, automotive and vehicle industry focused, **Global Purchasing and Supply Chain Management Seminar** for Purchasing/Supply, Logistics, and Planning & Scheduling executives, senior managers, leaders and other functional personnel from closely aligned activities (sales, product development, etc.).

The seminar is designed to provide participants with the knowledge and skills to **enhance functional performance and cross-functional integration** of the extended supply chain to **significantly improve company supply chain management contributions to cost, financial and overall performance.**



business.wayne.edu/gscm
aiag.org



Offered by:

Wayne State University in cooperation with AIAG

Dates:

October 31 - November 4, 2016

Location:

The Renaissance Center
400 Renaissance Drive, Detroit, MI 48243

Led by:

Dr. Robert M. Monczka

Former Senior Research Fellow
Supply Chain Management
Wayne State University, and
Research Professor, Arizona State University
Professor Emeritus, Michigan State University

Dr. John C. Taylor

Wayne State University
Chairman, Department of Marketing &
Supply Chain Management
School of Business Administration

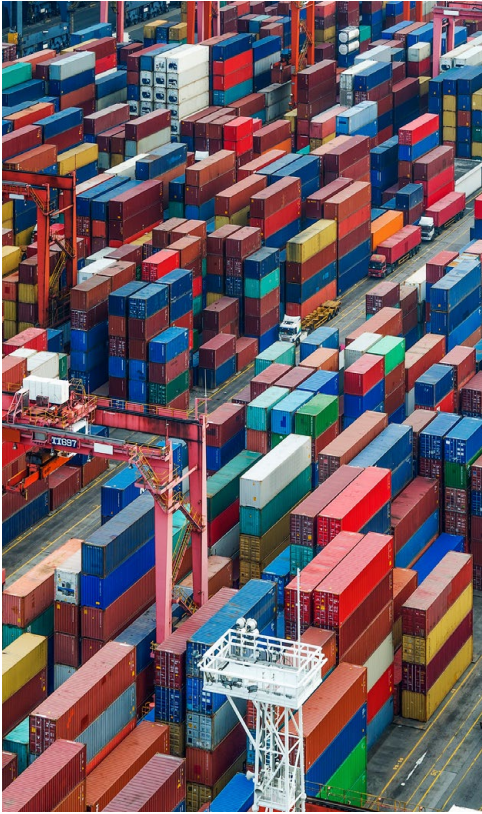


Mike Ilitch
School of Business



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AUTO INDUSTRY FOCUS

This seminar has been designed specifically for the automotive/vehicle industry with a focus on purchasing, logistics, capacity planning & scheduling and the integrated supply chain beginning with new product development. The automotive industry is extremely complex, characterized by high capital investments, a globally integrated network of automotive OEM's and suppliers and increasing reliance on leading-edge technology and product/process innovation. Risk identification and mitigation is critical, beginning with new product development and throughout the supply network. Effective use of capacity significantly impacts ROI. Global logistics decisions must address inbound flows from multiple suppliers to worldwide manufacturing facilities. Effective working relationships between buyers and suppliers are critical because of the supply network interdependency. Purchasing/sourcing and supply base management strategies and decisions have significant short and long-term competitive impacts. This seminar addresses these complex integrated purchasing and supply chain topics in the context of the global automotive industry's extended supply network, and is taught by academics and industry executives with extensive industry experience.

SEMINAR OBJECTIVES

This seminar will provide participants:

- Knowledge and insights enabling opportunity for positive impact on cost, financial, and overall competitive performance through purchasing and integrated supply chain excellence – beginning at new product development
- Insights into emerging automotive industry trends, their implications and global supply and customer markets
- Opportunities to further develop understanding of the integrated supply/ value chain and the necessary alignment and linkage of goals and strategies for competitive success
- Enhanced understanding and application of supply strategies and approaches to price/ cost; technology; responsiveness; quality



improvement; innovation; collaboration and supplier relationships; risk management and supply chain transparency; supply base strategies; demand and supply planning; global logistics; sustainability; and talent acquisition and development

- Exposure to emerging supply chain strategies from automotive industry executives and opportunities for exchange of ideas with peers from other companies
- Critical benchmarking and good practice information from other industries based on leading academic/industry resources

PROSPECTIVE PARTICIPANTS

This seminar is aimed at purchasing and supply chain management executives, directors, managers and other leaders who can influence positive change and further align and link the purchasing and supply chain management strategies (purchasing, supply, logistics, capacity planning & scheduling) at their organizations and suppliers. The seminar is also aimed at leaders in finance, product development, sales, operations and others who influence the success of their company supply/ value chains. It is also appropriate for those who will be undertaking new supply chain management leadership roles. The seminar provides participants the opportunity to learn and assess leading purchasing and supply chain management strategies and approaches and factors critical to successful integration.

PROGRAM LOCATION AND STRUCTURE

The seminar will be held at the Detroit Renaissance Center in the heart of the world's automotive capital. The seminar will be conducted to maximize participant interaction and discussion, with extensive evening classes and networking. The program will open with a Monday morning breakfast/introduction, and run from Monday to Friday afternoon. Sessions will extend into the evening on Monday and Tuesday, with a graduation dinner and executive speaker on Thursday evening. It is important that participants participate in **all day and evening sessions**. Program sessions will include lectures, panel discussions, cases, workshops, and participant presentations.

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ABOUT THE SPONSORS & FACULTY

The Automotive Industry Global Purchasing and Supply Chain Management Seminar is a joint offering by Wayne State University's Mike Ilitch School of Business Administration and the Automotive Industry Action Group (AIAG). Wayne State University (WSU) is a leading Carnegie 1 research institution with a comprehensive supply chain management program. AIAG is the industry's premier supply chain organization, with leading education programs covering a wide variety of supply chain and other industry subject areas.

The Mike Ilitch School of Business' Supply Chain Program focuses on the auto/vehicle industry with six faculty and a number of industry expert adjuncts providing teaching and research expertise. The Program includes over 400 undergraduate and MBA students majoring/concentrating in supply chain management.

The Automotive Industry Action Group is a unique not-for-profit organization where OEMs, suppliers, service providers, government entities, and individuals in academia have worked collaboratively for more than 30 years to drive down costs and complexity from the supply chain. AIAG membership includes preeminent manufacturers and many of their parts suppliers and service providers.

The seminar is being led by Dr. Robert M. Monczka and Dr. John C. Taylor. Dr. Monczka has played a global leadership role in development of the purchasing and supply chain disciplines. He has 30 years of experience in educating and consulting with the world's purchasing and supply chain leaders. In addition to his role at WSU, he most recently directed supply chain research for CAPS Research, affiliated with Arizona State University and the Institute of Supply Chain Management, where numerous leading-edge purchasing and supply chain research projects were completed under his leadership. He is the lead author of one of the principal purchasing and supply chain textbooks in use today and has authored numerous professional articles, books and research reports. He is also Professor Emeritus at Michigan State University.

Dr. Taylor is Chair of the Department of Marketing and Supply Chain Management, and has some 25 years of industry and consulting experience. His expertise is in the area of global logistics and transportation management.

Additional faculty include leading supply chain academics and senior industry supply chain professionals.



PAST PARTICIPANT COMMENTS

Participants at the First Annual Seminar said:

- Extremely beneficial topics/insights, best practices that can drive change
- Right topics – all very good
- Well thought out, good balance of academic/industry/experience
- Outstanding! Great organization, structure, discussions and energy

COMPANIES THAT PARTICIPATED IN THE FIRST SEMINAR INCLUDE:

- ABC Group, Inc.
- Cooper Tire & Rubber Company
- Delphi Corporation
- Faurecia
- FCA US LLC
- Freudenberg
- General Motors Company
- IBM
- JCI
- Magna - Decostar Industries
- Michigan Economic Development Corporation
- Raytheon Company
- Ryder System, Inc
- Sintel Americas

PROGRAM OUTLINE

The seminar material is designed to be highly interactive with extensive participant involvement and **development of a purchasing and supply chain management action plan by participants**. In addition, participants will work in teams on an integrative supply chain case study and in developing solution approaches to participant company critical issues. The four major instructional units are:

MODULE 1: THE GLOBAL AUTOMOTIVE INDUSTRY AND SUPPLY CHAIN MANAGEMENT VALUE PROPOSITION

- The Global Integrated Supply Chain and Impact on Company Cost, Financial and Competitive Performance: Current and Emerging Strategies
- Global Automotive Industry Emerging Trends Overview
- Key Global Country Supply & Customer Supply Markets: Opportunities/Challenges
- Global Supply Chain Risk Management Strategies: From Proactive to Re-Active

MODULE 2: SUPPLY CHAIN RELATIONSHIPS AND PURCHASING/SUPPLY STRATEGY

- Supplier Integration Into New Product Development
- Supplier Innovation: Strategies and Obstacles
- Supplier Relationships/ Collaboration: Current State and Opportunities
- Developing Effective Supply Base Strategies for Price/Cost and Total Value Improvement
- Supply Chain Critical Issues: Identification and Actions

MODULE 3: DEMAND/SUPPLY PLANNING AND GLOBAL LOGISTICS

- Demand and Supply Planning: Good Practices
- Supporting Global Supply Chain Footprints for Research & Development, Manufacturing and Suppliers
- Total Enterprise Cost and Decision-Making
- Global Logistics
- Risk & Lean Across Extended Supply Chains

MODULE 4: DRIVING SUPPLY CHAIN CHANGE INNOVATION AND CHANGE

- Executive Panel Perspectives: Leading and Emerging Supply Chain Management Strategies and Challenges
- Measuring and Evaluating Supply Chain Performance
- Supply Chain Transparency and Sustainability
- Talent: Acquisition, Development and Retention
- Cultural Transformation and Implementing Change

PROGRAM SCHEDULE

Monday

- Integrated Supply Chain Strategy: Financial & Competitive Performance Contributions
- An Industry Future View
- Global Supply Perspectives: Critical Issues
- Supply/Value Chain Risk Management: From New Product Development through Operations
- Total Value/Cost/ Risk Case Analysis Workshops

- Total Value/Cost/Risk Management Case Analysis Workshops
- Sales Forecasting & Demand Planning
- Automotive Industry Critical Issues & Challenges: Workshops & Presentations

- Emerging Global Logistics/ Transportation Strategies - Industry Panel
- Emerging Automotive Global Supply Chain Strategies – Industry Panel
- Total Value/Cost/ Risk Management Case Analysis and Presentations
- Graduation Banquet /Executive Presentation

Wednesday

- Demand & Supply Planning: Critical Functions & Linkages
- Supply Base Management: Continued
- Supplier Relationships and Collaboration
- Risk and Lean Initiatives in Extended Supply Chains

Friday

- Creating Value Through Supply Chain Sustainability
- Talent Acquisition, Development & Leadership
- Integrated Supply Chain Implementation, Cultural Transformation & Your Role

Tuesday

- Product Development: Supplier Integration, Innovation & Risk Critical Issues
- Supply Base Management

Thursday

- Global Logistics/ Transportation Strategies

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PROGRAM LOCATION:

Jefferson Room at the Renaissance Center
400 Renaissance Drive
Detroit, MI 48243

REGISTRATION SITE:

www.aiag.org

PROGRAM FEES:

The total course fee is \$4,895. Program fees are all inclusive and cover all sessions, readings, receptions, meals, and parking. Certificate of Program Completion awarded.

HOTEL ACCOMMODATIONS:

If hotel accommodations are required, a block of rooms has been reserved at the Detroit Marriott at the Renaissance Center. To reserve a room, please call 877 901-6632 or book online at <https://resweb.passkey.com/go/WSUSchoolBusiness>

FOR MORE INFORMATION:

Dr. John C. Taylor

School of Business, Wayne State University
E-Mail: taylorjohn@wayne.edu
www.business.wayne.edu/gscm
Office: 313 577-4525 | Cell: 517 719-0275

AIAG Customer Service

E-Mail: trainingcontact@aiag.org
www.aiag.org
Office: 248 358-3003

AIAG/WSU may modify the seminar as required.

SELECTED FACULTY BIOS

SEMINAR DIRECTORS AND SPEAKERS

ROBERT M. MONCZKA, PH.D.

Dr. Monczka has researched, taught and consulted about strategic purchasing/sourcing and supply chain management strategies and their implementation globally. He directed The Global Procurement and Supply Chain Benchmarking Initiative, a third party benchmarking initiative at MSU, and has been Principle Investigator on two major purchasing strategy National Science Foundation projects. He recently led major research initiatives at CAPS Research to determine emerging sourcing and supply chain strategies. He is a frequent speaker at Conferences worldwide and has authored numerous supply management articles and books.

JOHN TAYLOR, PH.D.

Chairman of the Department of Marketing and Supply Chain Management in the School of Business at Wayne State University. His teaching and research is in the areas of international logistics, and transportation policy and management. He has extensive manufacturing industry and supply chain consulting experience. His Ph.D. is from Michigan State University.

JOEL KARCZEWSKI

Vice President of Business Development, AIAG. Karczewski is currently leading AIAG's efforts in product and program management in the Corporate Responsibility, Quality and Supply Chain Management business segments. He has extensive experience in purchasing, sales and marketing with tier 1 and tier 2 automotive suppliers. He is a board member of the ISM-SEM, and holds an MBA from the University of Detroit Mercy.

SELECTED KEY SPEAKERS

JAMES P. BOVENZI

GM Executive Director, Global Purchasing and Supply Chain, Demand/Supply. James P. Bovenzi was appointed GM Executive Director, GPSC and Demand / Supply, in December 2014. He leads a newly formed organization that is focused on the alignment of demand and supply capacities throughout the vehicle development process. His responsibilities also include North America Order Fulfillment, Global Logistics and Global Supply Chain. He represents GM's Global Purchasing & Supply Chain on the company's North American staff. For the past 37 years, Jim has worked for GM in the US, Germany, China, and Russia. He has held numerous leadership roles including: Executive Director - Program Purchasing, GM North America Vice President- Purchasing, GM Asia Pacific Vice President - Purchasing and Supply Chain. He has also held positions as Vice President-Global Purchasing and Supply Chain for GM International Operations (GMIO), President and Managing Director- GM Russia and CIS, and as the GM Executive Director - GPSC Global Localization Strategy. Mr. Bovenzi holds a B.S. in Electrical Engineering from the University of Dayton and received his MBA from the Wharton School of the University of Pennsylvania.

MEHRAB H. DEBOO

Mehrab is a Principal and member of the Global Supply Chain Center of Expertise for Korn Ferry, where he is focused on the automotive sector. He has partnered with Fortune 500, Private Equity, and Venture Capital backed companies to build their leadership teams at the most senior levels. He has also conducted a number of senior leadership assignments for companies across multiple industries such as automotive, tractor and farm implement, and consumer durable/

non-durables. Included are automotive/vehicle firms Case New Holland, Delphi, Federal Mogul, Fiat, Fisker Automotive, General Motors, PACCAR, and Remy International. Mehrab has extensive international and cross-cultural experience having spent eight years in Southeast Asia while living in Singapore. He earned a Bachelor of Science degree in Finance from DePaul University.

HUGO DECAMPOS, PH.D.

Assistant Professor of Supply Chain Management at Wayne State University. Hugo is focused on purchasing strategy. He spent 10 years in the General Motors global purchasing and SCM organization development and implementation, including a four year stint at GM Shanghai. He received his Ph.D. from Michigan State University. He also holds an Engineering Degree from Brigham Young University.

WILLIAM L. HALL

Bill Hall is Director of Sustainability and Business Continuity at FCA - North America. In this role, Bill is responsible for developing and implementing FCA's corporate sustainability vision and direction, encompassing the three aspects of economic success, environmental stewardship, and social responsibility. He also oversees business continuity management, which entails identifying risks to FCA - North America's business and assets, prioritizing areas for mitigation, and implementing strategies for avoiding disruption and ensuring continuity. Bill's prior roles at FCA US LLC (formerly Chrysler Group LLC) included supply chain capacity management, sales and operations planning, and purchasing. Bill earned a BS in engineering at the University of Michigan and an MBA from Harvard Business School.

WILLIAM L. HURLES

Former Executive Director of General Motors Global Supply Chain Operations (retired 7/1/2015). Key responsibilities included scheduling, capacity management, program launch, critical supply coordination, lean material flow and risk management. During Bill's 38 year career, he held numerous leadership positions in Engineering, Manufacturing and Supply Chain with experience in both headquarter and plant operations. He also was a former Board member of AIAG, Howard University Supply Chain Program and member of SC50 Advisory Committee. He has a BSME from Michigan Technological University, MBA from Eastern Michigan University and advanced international business education at Thunderbird University and University of Pittsburg. Most recently, Bill is providing support to WSU and AIAG, while also providing consulting support.

JOHN HENKE JR., PH.D.

Professor of Marketing in the School of Business Administration at Oakland University. He is also President of Planning Perspectives. Planning Perspectives conducts the Annual North American Automotive OEM - Tier 1 Supplier Working Relations Study, which examines the working relations that exist between OEMs and their Tier 1 production suppliers. This research has become a benchmark measure of OEM-supplier working relations in the automotive industry. Professor Henke has given numerous presentations in the United States, Europe, and Japan on supplier relationship management and purchasing-related logistics. His papers have been published in a variety of highly respected academic and professional journals. He has also consulted with major firms globally.

SELECTED FACULTY BIOS

JEFF KOSLOSKI

Group Director of Automotive Customer Operations at Ryder Supply Chain Solutions. At Ryder, Jeff is responsible for NAFTA solutions that range in support from large OEM customers to scalable automotive supplier operations. He has extensive experience in global automotive logistics planning, procurement, carrier management and transportation management activities. Jeff frequently participates in supply chain industry conferences throughout North America.

CHAD KYMAL

Chad is the CTO and founder of Omnex Inc., an international consulting and training organization headquartered in the United States. He spent a number of years working at General Motors and KPMG prior to founding Omnex Inc. in 1986. Chad and Omnex have helped improve the supply chains in the Automotive, Semiconductor, and Aerospace industries. In the late 1990s Omnex worked with Ford Motor Company in support of their Emerging Market Strategy. Omnex is also a provider of Lean and Six Sigma services for AIAG members globally and has implemented and continues to implement Lean and Six Sigma programs worldwide. In addition to a bachelor's degree from General Motors Institute, Chad holds both a master's degree in industrial and operations engineering from the University of Michigan and an MBA from the University of Michigan. He has published numerous papers and five books on the subjects of Management Standards, Quality and performance improvement. Chad also is a founder of American Quality Standards Registrars (AQSR).

MIKE LYPKA

Director, Supply Chain - North American Powertrain Plants, General Motors Company - Global Purchasing & Supply Chain. Mike Lypka was appointed to his current position in 2009. He is responsible for Material Availability, Supply Operations for 22 North American Engine, Transmission and Component Plants. Key responsibilities include; Scheduling, Capacity Management, Program Launch and Critical Supply

Issue Resolution. Mike began his career at General Motors in 1978 as a GMI Co-op student. He has held positions of increasing responsibility in Manufacturing and Supply Chain at multiple GM locations. Mike holds a Bachelor of Science degree in Industrial Administration from Kettering University and a Masters of Business Administration from Wayne State University.

CHRISTOPHER MATTINGLY

Global Director, Component Capacity Management and Production Scheduling, Fiat Chrysler Automobiles (FCA). Christopher Mattingly is responsible for scheduling production for FCA NA Assembly Plants. He is also responsible for material releases, component capacity management and advanced component capacity planning. Previously he was head of Parts and Material Transportation and SCM Global Convergence Projects. Christopher has over 30 years of experience in the automotive supply chain. He holds a BA from Wayne State University and an MSA from Central Michigan University.

MICHAEL ROBINET

Managing director of IHS Automotive Consulting. Robinet is a leader and innovator with expertise in global vehicle product and capacity forecasting, future product program intelligence, platform consolidation and globalization trends, trade flow/sourcing strategies, and OEM footprint/logistics trends. He has more than two decades of experience in automotive forecasting, strategic analysis, and manufacturing finance.

OSCAR ALBÍN SANTOS

Mr. Albin currently is the Executive President of Mexico's National Industry of Automotive Parts. He has been in the position since 2012. Oscar began his career in 1982 at Volkswagen of Mexico. His professional career also spanned 25 years at Chrysler de México where he held numerous positions, including Director of Procurement and Quality. During this stay at Chrysler of Mexico he also served as development manager of Mexican suppliers at Chrysler Corporation



Downtown Detroit Skyline

SELECTED FACULTY BIOS

in Detroit Michigan. As a result of the merger of Daimler and Chrysler he was appointed Procurement Director at Mercedes-Benz Spain. Oscar was born in México City. He completed his university studies in mechanical engineering at Tecnológico de Monterrey and is currently pursuing a master's degree in renewable energies.

MIKE SILVIO

Director of Supply Chain Management at Cooper Standard Automotive. At Cooper Standard Mr. Silvio is responsible for global logistics, and North American capital and indirect purchasing. Mr. Silvio has extensive experience in global automotive logistics, purchasing, and transportation management. He is a frequent speaker and panel member on SCM topics at trade association meetings around the world. He holds an MBA from Wayne State University.

STEVE TRECHA

President and CEO of *Integrated Strategies, Inc.* Steve has personally consulted with over 75 corporations from around the world. He and his firm are focused on strategic sourcing and supply chain management and business transformation. His firm also holds the Michigan Quality Leadership award, Navigator level. He holds a Bachelor's Degree in Engineering and an MBA, concentrating in Materials and Logistics Management, from Michigan State University.

CARRIE UHL

Carrie Uhl was named Vice President of Procurement for the Americas (Magna) in July 2010. In this position, Uhl is responsible for coordinating the purchasing function across Magna International's North and South American operations and ensuring consistent and strategic approaches to supplier selection, category management, and supply chain risk evaluation. Uhl joined Magna Exteriors and Interiors in 2005, where she set strategy and negotiated agreements for critical purchase categories. Since then, she has progressed through positions of increasing responsibility within the purchasing function, including Global Commodity Management for Magna International and also Director of Purchasing for Magna Composites. Prior to joining Magna, Uhl held purchasing positions at both Lear Corporation and Guardian Industries. Uhl earned a Bachelor of Science degree in Human and Organizational Development from Vanderbilt University in Nashville, Tennessee. She has also achieved the Senior Professional in Supply Management (SPSM) certification, and serves on several industry councils and committees.

SENTHIL VIRTACHALAM

Senthil Virthachalam is Senior Managing Consultant at IBM and has more than 15 years of global experience in the automotive industry at OEMs and suppliers. His engagements have focused on business strategy and transformations, from customers through suppliers, across the supply chain. Senthil has led automotive initiatives including: product strategy assessment for a leading automotive OEM focused on leadership in embedded systems and management of the exponential growth of vehicle electronics; a \$10 million strategic initiative to obtain product cost visibility during product development, sourcing, portfolio and supplier selection; process and systems solution implementation spanning multiple PLM, ERP systems, third party and custom build portals; an OEM R&D project identifying the cost of quality across suppliers and customers; a 5x global growth strategy, recommending strategies and common processes for sales, marketing, purchasing and project management. Prior to joining IBM Senthil worked at Daimler Chrysler, Tenneco and Ashok Leyland. He has a MBA from Michigan State University and is a Master in Engineering specialized in

Manufacturing Technology. Senthil is certified in Lean, Six Sigma, ISO & TQM.

APPLICATION

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ATTENDEE INFORMATION

| | |
|------------------|------------------------------|
| Name: | Title: |
| Company: | Parent Corporation/Division: |
| Address: | |
| City: | State/Province: |
| Zip/Postal Code: | Country: |
| E-mail: | |
| Phone: | Fax: |

BILLING INFORMATION (IF DIFFERENT FROM ABOVE)

| | |
|------------------|------------------------------|
| Name: | Title: |
| Company: | Parent Corporation/Division: |
| Address: | |
| City: | State/Province: |
| Zip/Postal Code: | Country: |
| E-mail: | |
| Phone: | Fax: |

MEMBERSHIP

Are you an AIAG Member? YES NO Would you like to receive membership information? YES NO

PAYMENT INFORMATION

Check #*, Money Order #*, or Purchase Order #*:

AIAG accepts Visa, MasterCard and American Express Credit Cards: For your safety we ask that you do not provide your credit card details to us on this training registration form. Instead, please provide a contact persons name and phone number where we can call you to obtain credit card information for this order. Your registration will not be processed until we are able to reach you to obtain credit card details. ***International customers placing credit card orders for training please place your order online (www.aiag.org)***

Contact Name: Phone:

*Make check or money order payable in U.S. funds to AIAG. Mail or fax copy of completed P.O. with registration.

REGISTRATION INFORMATION

Phone: Call 248 358-3003

Email: Email completed registration form to trainingcontact@aiag.org

Fax: Fax completed registration form to 248 799-7995.

Mail: Send completed registration with check or money order (payable in U.S. funds), purchase order or credit card to:

Automotive Industry Action Group
P.O. Box 633719
Cincinnati, OH 45263-3719

* If registering by mail, the registration must be received no later than 15 days prior to the scheduled class date.

Please read the following information before submitting your registration

- AIAG reserves the right to cancel any class due to low enrollment and/or other circumstances beyond the control of AIAG. In the event that a class is cancelled, all registered attendees will be notified no less than 10 business days before the scheduled class date. AIAG is not responsible for airfare or other related expenses incurred on behalf of class registrants.
- AIAG is unable to reserve seats without payment. Full payment or an approved P.O. must be submitted with your registration.
- Please use one registration form per person. Make copies of this form for additional attendees.
- CANCELLATION POLICY: Requests for cancellations or transfers must be submitted in writing and faxed to 248 799-7995 or emailed to trainingcontact@aiag.org. Registrations cancelled 11 or more business days prior to the course date will receive a refund for the amount of the class minus an administrative fee. Administrative fees are printed on the course confirmation letter or can be obtained by contacting the Customer Service Department. Registrations cancelled less than 11 business days prior to the course date, as well as registrants who do not attend their scheduled course, will forfeit the full registration fee. One transfer request is allowed and must be received at least 5 business days prior to the course date. Substitutions are permitted at any time.
- AIAG complies with required Office of Foreign Asset Control (OFAC) regulations.