

IMPACT ALABAMA



Contents

TOPIC	PAGE
Director's Report	ii
History & Mission	01
Financial Overview	02
Impacts	03
Collaborative Research	04
Professional Services	05
Internship Program	06
Success Stories	07 - 10
APC Team	11

Director's Report

Dear Partners,

FY2025 was a year defined by momentum, purpose, and meaningful impact. With a \$1.75 million operational budget, we invested boldly in our mission — most importantly in our students, who earned \$606,240 in payroll and benefits while gaining hands-on experience that is shaping Alabama's future workforce.

Across 131 industry projects in 13 counties, including five rural communities, our team helped organizations strengthen operations, embrace innovation, and build resilience. The impacts were significant by \$22.5 million in reported cost savings and investments.

While these numbers tell a story of progress, the true impact lies in the people behind them; students applying classroom knowledge to real-world challenges, growing into confident professionals, and delivering meaningful value to the companies they serve. Every project represents a two-way investment: students gain the experiential learning that defines their careers, and Alabama businesses benefit from fresh perspectives, data-driven solutions, and a strong pipeline of future talent.

As we look ahead, our commitment remains clear. We will continue creating opportunities for students to learn by doing, for industries to gain the support they need to stay competitive, and for the state's workforce to grow stronger with every internship completed. When we empower students to contribute and innovate alongside Alabama's business and industry, the entire state moves forward.



Alan Hill

Director, Alabama Productivity Center

History & Mission

History

In an effort to improve economic development in the state of Alabama, the Alabama Productivity Center was established on January 1, 1986, on The University of Alabama campus. The mission of the APC is to focus research and educational resources on the enhancement of productivity and quality within Alabama businesses and the state's industry. The Alabama Productivity Center is an outcome of a 1983 joint venture of The University of Alabama and General Motors to save a Tuscaloosa GM plant from closing. The positive experience utilizing university faculty and students to save Alabama jobs led to the establishment and sponsorship by Alabama Power Company and The University of Alabama.

In 1996, APC became home to Region 3 of the Alabama Technology Network (ATN), the Manufacturing Extension Partnership program of the National Institute of Standards and Technology (NIST) for the state of Alabama. Headquartered in Montgomery, the ATN brings together a set of sixteen regional centers covering the entire state and serving the technical assistance and workforce development needs of small- and medium-sized manufacturing firms. The APC's accomplishments, such as recognition by the National Council for Urban Development and the U.S. Economic Development Administration as an "innovative" and "imaginative" program, demonstrate that the APC is a valuable resource for Alabama businesses.

Mission

The mission of the Alabama Productivity Center is to enhance economic development in Alabama using UA resources to increase productivity in organizations by solving real-world problems while providing positive experiences for students.



Financial Overview

Financial Overview

Fiscal Year 2025 demonstrated APC’s continued financial strength and responsible stewardship of resources. Through strategic planning and careful allocation of funds, APC reinforced its financial position while maintaining the capacity to deliver a broad range of impactful programs and services.

Expenditure Summary

Careful expense management remained central to APC’s financial strategy throughout the year. Investment in personnel represented the largest share of expenditures, reflecting our commitment to maintaining a highly skilled and dedicated team. A total of \$616,600 was allocated to staff salaries and \$167,509 to staff benefits.

APC also continued its strong investment in student engagement and workforce development. \$606,240 was directed to student wages, with an additional \$111,673 supporting student benefits. These investments not only strengthened program delivery but also provided meaningful financial support and professional experience for students.

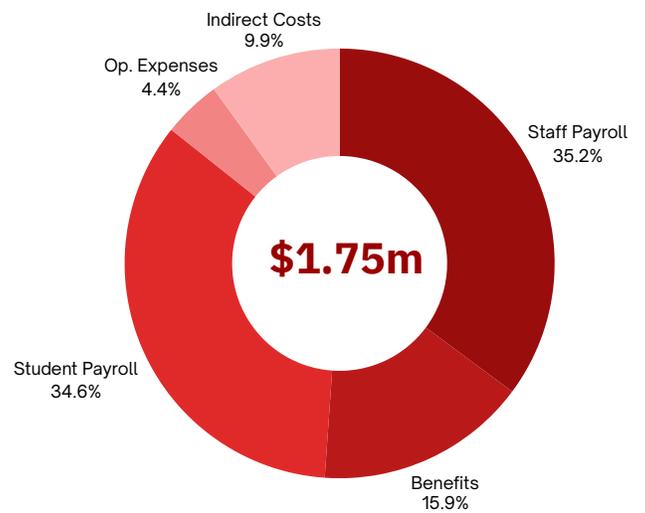
To sustain operational effectiveness, \$76,626 supported essential operating expenses, while \$174,242 was allocated to indirect costs that ensure the infrastructure and administrative support necessary for program success.

Revenue and Funding Sources

APC’s financial foundation remained diversified and resilient in FY2025. Internal university support totaled \$354,177, demonstrating continued institutional confidence in APC’s mission and impact.

External funding further advanced our initiatives, including \$137,650 from the ATN Federal Grant and \$175,000 from the ATN State Grant. These awards reflect the strength of APC’s partnerships and our shared commitment to driving economic and workforce development.

In addition, APC generated \$1.09 million in Fees-for-Service revenue, underscoring the strong demand for our expertise and the value of our program. This earned revenue plays a critical role in sustaining operations and supporting future growth, contributing to an overall operating budget of \$1.75 million.

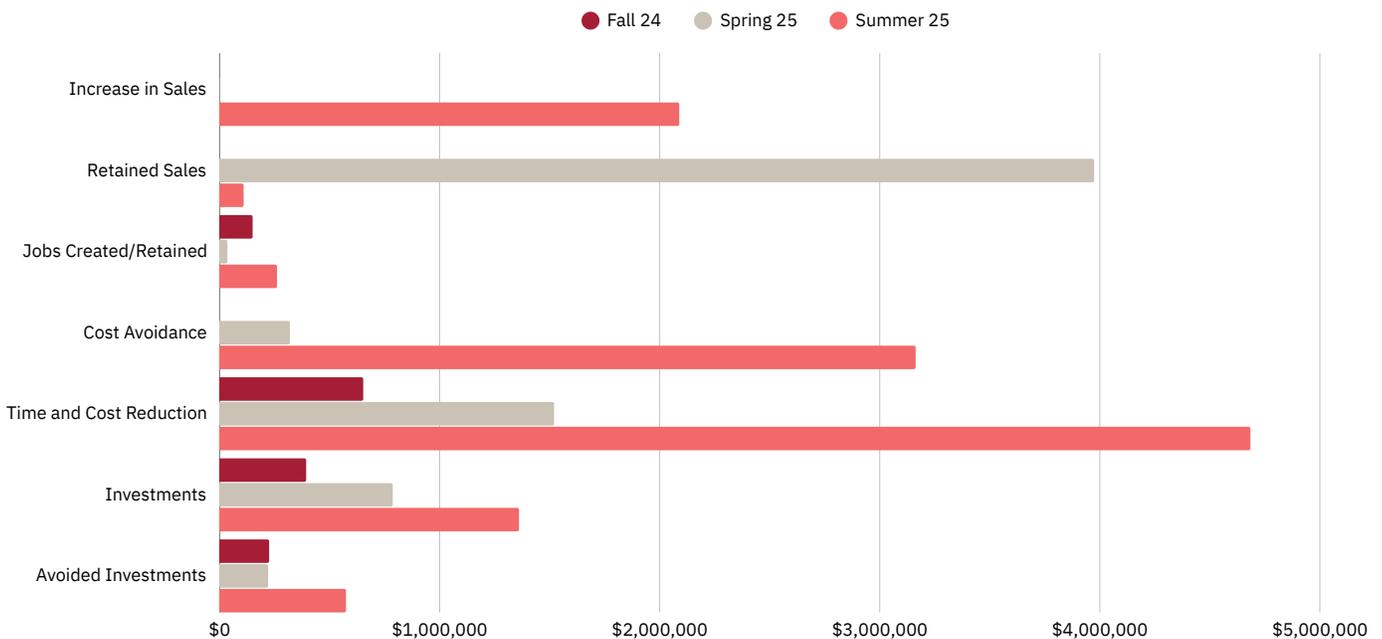


Impacts

The combined total economic impact across Fall 2024, Spring 2025, and Summer 2025 reached \$22.5m in reported gains, cost savings, and investments. This includes major growth in business performance, highlighted by more than \$2.1 million in increased sales, \$4 million in retained sales, alongside \$3.5 million in cost avoidance and \$6.9 million in time and cost reductions that improved operational efficiency for partner organizations. Businesses also demonstrated confidence in long-term growth through \$2.6 million in new investments, while an additional \$1 million in avoided investments reflected smarter planning and resource use.

Beyond financial outcomes, these projects contributed directly to workforce and economic stability, supporting job creation and retention valued at \$440,000. Impact accelerated significantly over the fiscal year, with Summer 2025 representing the strongest period of performance across nearly every category. Together, these results show how applied student support and industry collaboration drive measurable returns for Alabama's businesses while strengthening the state's broader economic foundation.

Impacts Reported for FY2025



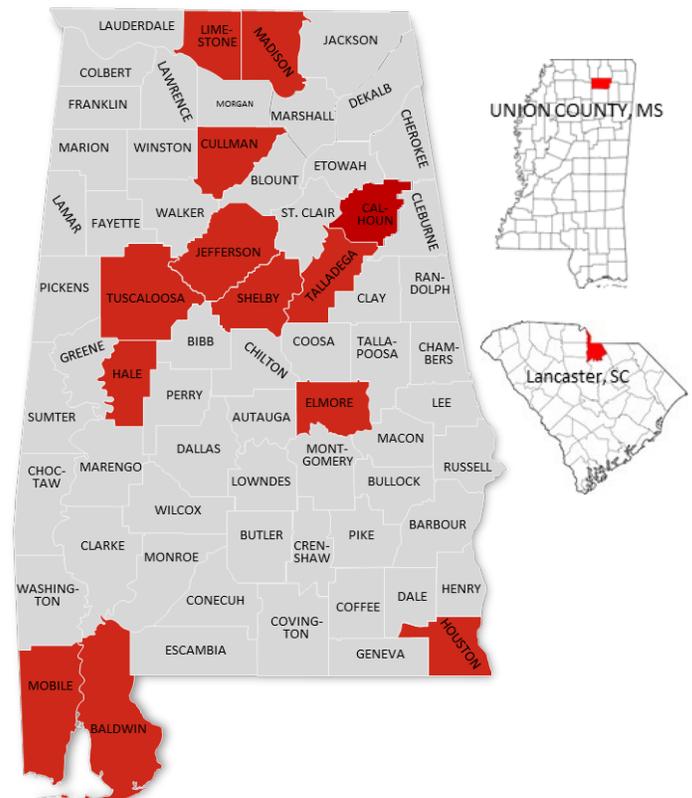
Collaborative Reach

Regional Influence

During the fiscal year, APC continued to expand its regional impact, delivering support and services across thirteen counties throughout Alabama. In alignment with our commitment to regional economic development and the guidance of our advisory board, we placed emphasis on continued presence in rural communities.

APC engaged directly with businesses and partners in counties including Hale, Houston, Elmore, Talladega, and Cullman, underscoring our dedication to advancing growth and opportunity in underserved areas.

Our work also extended beyond state lines. APC supported initiatives in Union County, Mississippi, and Lancaster County, South Carolina, assisting companies with operational ties to Alabama and reinforcing the broader economic network connected to our state.



Collaboration

Collaboration remains central to APC’s approach to serving Alabama’s business and industry community. By working closely with partners across The University of Alabama campus, APC expands its capacity to deliver high-impact services that foster innovation, strengthen the workforce, and support economic advancement statewide.

APC’s collaborative network also spans a broad coalition of higher education institutions. Through partnerships with Auburn University, Athens State University, The University of Alabama at Birmingham, The University of South Alabama, The University of Mississippi, Mississippi State University, Spring Hill College, Alabama A&M University, and The University of Alabama at Huntsville, APC connects academic expertise with real-world industry needs.

These relationships create a powerful exchange of knowledge and resources that helps businesses access research-driven solutions while giving students hands-on experience that prepares them for today’s workforce. Together, these partnerships strengthen both regional industries and the next generation of professionals.

Professional Services

Overview

The Alabama Productivity Center led several professional services projects this year, partnering with organizations to tackle complex challenges and implement meaningful improvements. From operational efficiency to strategic planning, these projects generated tangible outcomes that enhanced performance and positioned businesses for continued success.

Highlights

During the fiscal year, the Alabama Productivity Center (APC) delivered a series of professional services and workforce training projects to organizations across Alabama. These engagements focused on quality systems, continuous improvement, and practical skill development that supports long-term organizational success.

In Calhoun County, APC provided 5S training for seven employees and Lean training for 21 employees, helping teams improve workplace organization and process efficiency. Quality management system support remained a priority in several regions, including ISO 9001 initiatives in Madison, Jefferson and Limestone Counties where 30 employees were trained.

APC also supported significant workforce development efforts in Tuscaloosa County, where 123 employees participated in Problem Solving and Customer Service training to strengthen both operational effectiveness and client engagement. In Talladega County, APC delivered Lean training and Kaizen training for 11 employees each, along with Time Study training for eight employees, equipping teams with tools to analyze workflows and drive continuous improvement.

In Shelby County, APC provided integrated Lean and Kaizen training and implementation support, training 10 employees and helping embed sustainable improvement practices within the organization.

Through these projects, APC continued to promote a culture of efficiency, quality, and continuous improvement, ensuring Alabama organizations are equipped with the skills and systems needed to remain competitive and resilient.



Internship Program



Overview

This year, 97 graduate and undergraduate students representing 17 different majors gained valuable professional experience through APC-supported internships. These placements allowed students to apply classroom knowledge in real-world settings, build career-ready skills, and explore pathways within Alabama's industry sectors. The wide range of academic backgrounds underscores APC's dedication to creating inclusive opportunities that prepare students for success in a rapidly changing workforce.

A Note from the Internship Program Manager

As the APC Internship Program Manager, I want to highlight an important aspect of our internship program that often goes unnoticed: the intentional, ongoing support we provide to help students succeed during their internships and beyond. At the start of each semester, we work closely with candidates to strengthen their resumes and prepare them for applications and interviews. Throughout the internship, we remain a consistent resource, offering guidance on both technical and nontechnical challenges, providing specialized training when needed, and connecting interns with professional development tools and resources to help them clearly demonstrate the value of their work.

Our support continues as interns transition into full-time careers. We coach them on tailoring resumes for specific roles, share their materials within our professional networks, and help them identify relevant opportunities. This commitment to long-term success is a defining feature of our program, and FY2025 has been an especially strong year of growth and achievement for both the staff and students involved.

Student Majors

- Accounting
- Aerospace Engineering
- Biomedical Engineering
- Business Management
- Chemical Engineering
- Civil Engineering
- Computer Science
- Electrical Engineering
- Finance
- General Business
- Industrial Engineering
- Management Info. Systems
- Mechanical Engineering
- Metallurgical Engineering
- Operations Management
- Psychology
- Public Relations



Jan Ingenrieth
APC Internship Program Manager

Success Stories

Driving Impact Through Treasury Forecasting

Student Intern: Travis McGuire

Degree: B.S. Accounting

University: The University of Alabama

Company: Mazda Toyota Manufacturing



During his internship at Mazda Toyota Manufacturing, Travis made a significant positive impact on the company's monthly interest income forecasting process. By thoroughly reviewing over a year of data and closely analyzing forecasted versus actual results, Travis introduced innovative formulas and enhanced communication with the bank, helping to resolve major variances.

He developed a new forecasting system, established consistent contact with JP Morgan for timely rate updates, and leveraged Excel and PowerBI to highlight measurable improvements. Thanks to his proactive approach and dedication, the accuracy of interest income forecasting improved by an impressive 66%.

Mentor Perspective

“Travis left a vital impact on the Accounting & Finance Department. His analytical skills were critical in creating new processes for improving forecasting metrics on the Treasury side. He also provided vital support in many Treasury activities critical to maintaining proper company standing.”

— Theodore Kubista, Financial Reporting, Insurance & Treasury Specialist

Career Growth

Travis describes his internship as “priceless,” noting the professional and personal growth he gained through APC and MTM. His success led to a full-time role as an Accounting & Finance Specialist at Mazda Toyota Manufacturing, responsible for Revenue Recognition, Accounts Receivable, and Accounting Policies.

\$69,209

TimeCost
Reduction

\$21,500

Investments

\$90,709

TOTAL IMPACT

Success Stories



Guiding Operational Excellence at Airbus USA

Student Intern: Lacey Beldon
Degree: Aerospace Engineering
University: The University of Alabama
Company: Airbus USA

Aerospace Engineering major Lacey Beldon joined the Airbus logistics and operations excellence team, in collaboration with intern Cole Dunlap from the University of South Alabama majoring in Supply Chain and Logistics Management, to support the launch of a second Final Assembly Line for the A320 aircraft. Her work focused on continuous improvement, workplace standardization, and space optimization to ensure smooth, cost-effective operations at the new station. Lacey implemented the 5S methodology at production station, designing and testing multiple layout configurations for monument delivery and storage. Working closely with line workers, she finalized a setup that balanced safety, accessibility, and efficiency. She also co-led the standardization of Mobile Distribution Units across two production lines, aligning templates, naming conventions, and operational tools to support consistent processes across the facility.

Guided by an Airbus mentor, Lacey developed a Gantt chart project timeline, participated in weekly progress check-ins, and continuously refined solutions based on feedback and on-site observations. Her contributions, in collaboration with another intern, resulted in a \$20,000+ time-cost reduction, with the overall internship impact estimated at \$59,375 in savings. Beyond these measurable results, Airbus now benefits from repeatable processes, organized workstations, and improved space management on a critical production line, demonstrating the tangible value of APC-supported internships.

Internship Reflection

“This summer I was able to learn the basics of supply chain, logistics, and project management—areas I had never studied before in school. I saw first-hand the importance of stakeholder communication and staying closely connected to what’s happening on the line.” - Lacey Beldon

\$20,308

TimeCost
Reduction

\$39,067

Investments

\$59,375

TOTAL IMPACT

Success Stories



Strengthening Financial Processes

Student Intern: Jeremy Caldwell

Degree: Finance

University: Auburn University at Montgomery

Company: TI Automotive Systems

During his internship, Jeremy Caldwell supported initiatives aimed at improving data accuracy, process efficiency, and cross-department financial coordination. His work included tracking fixed assets, preparing reports on product pricing and costs, updating prices in the ERP system, and responding to questions about invoices and payments. He also helped improve documentation and communication between finance, maintenance, materials, and HR to support accurate records and faster decision-making. Jeremy reviewed project requests and supporting documents, analyzed data from spreadsheets, ERP reports, PDFs, and invoice records, and worked with maintenance and materials teams to verify asset and inventory details. Using Microsoft Excel, BPCS, and XPERT, he updated reports and system data while keeping finance team members and managers informed of progress.

As a result, Jeremy improved the accuracy of fixed asset and pricing records, clarified financial reporting, and reduced follow-up questions by providing complete and reliable information. His work supported improved ERP data for decision-making and audit readiness, with a total documented impact of \$218,544. He collaborated closely with finance while also working with maintenance, materials, HR, and leaders across departments. Despite challenges such as system slowdowns during a company-wide migration and delays from working across time zones, Jeremy strengthened his communication, planning, and independent problem-solving skills. Through this experience, he gained a stronger understanding of how finance supports plant operations and learned how attention to detail can drive meaningful improvements.

Internship Reflection

“I discovered how finance helps different teams in a plant and how accurate data affects choices. I got better at working with different teams, using new systems, and talking professionally. The internship helped me pay more attention to details and showed me that even small changes can make a big difference in how things work.” - Jeremy Caldwell

Mentor Testimonial

“Jeremy demonstrated initiative, growth, and strong work habits. I believe he has the foundation to continue developing his skills in finance, and I would recommend him for future opportunities in the field.” - Julio Hernandez Arguelles

\$32,390

TimeCost
Reduction

\$14,974

Investments

\$218,544

TOTAL IMPACT

Success Stories



Quality Improvements in Laboratory Testing

Student Intern: Mamade Conneh

Degree: Civil Engineering

University: The University of Alabama

Company: M&H Valve Company

Mamade Conneh, a Civil Engineering student at The University of Alabama, spent Summer 2025 interning with M&H Valve Company (McWane), where he contributed to improvements in quality assurance and laboratory operations. His work focused on refining lab work instructions, reducing testing backlogs, and evaluating potential equipment purchases. By shadowing experienced technicians and learning through hands-on practice, Mamade quickly developed the technical knowledge needed to support meaningful improvements in the foundry's testing processes. Using Excel to track and analyze physical and chemistry data, he created clear, step-by-step work instructions that reduced variability in daily operations and helped new lab technicians get up to speed more quickly.

Beyond documentation and process improvements, Mamade also took the initiative to research equipment upgrades. He evaluated options for a new lathe machine used to turn test bars, carefully balancing cost, functionality, and usability. His detailed proposal, which included a cost-benefit analysis, was approved for budgeting in the upcoming fiscal year. Together, his projects are expected to lower labor costs, improve testing consistency, and enhance overall safety and efficiency in the lab, demonstrating his ability to pair technical insight with practical business impact.

Internship Reflection

"I enjoyed my time with M&H Valve, and I am grateful to Alabama Productivity Center for connecting me with them. I was really able to contribute in a meaningful way and make a lasting impact. Best internship ever." - Mamade Conneh

Internship Reflection

"Mamade's contributions were outstanding. He authored comprehensive work procedures, streamlined training, and pitched an innovative equipment solution that will save the company thousands annually. He is a rising star with tremendous potential." - Barry Weaver, Foundry Manager

\$549,960

TimeCost
Reduction

\$329,505

Investments

\$1,002,891
TOTAL IMPACT

APC Team

APC Staff

Alan Hill – Director
Jan Ingenrieth – APC Internship Program Manager
Morgan Harrison – Productivity Engineer
Justin Rodgers – Productivity Engineer
Susan Maples – Productivity Engineer
Ben Baxter – Productivity Engineer
Tara Johnson – Business Manager

APC Advisory Board

Sam Addy – Cuvlerhouse College of Business, The University of Alabama
Frank Anderson – Brasfield & Gorrie
Kenneth Boswell – ADECA
Mark Brazeal – Mazda Toyota Manufacturing
Anthony Cancilla – MBUSI
Ed Castile* – Alabama Department of Commerce/AIDT
Danielle Crowder – Alabama Power Company
Danny Garrett – AL State Representative
Miller Girvin – EDPA
Stephanie Howell – Evonik
Tonjanita Johnson – UA System
Ethan Mattocks – Airbus
Joel McMahon – Jay Industrial
Ellen McNair – Alabama Department of Commerce
Robin Murphree - Fiberglass Unlimited
Kay Palan – Culverhouse College of Business, The University of Alabama
Keith Phillips – ATN/Alabama Community College System
Jon Pollard - Tyler Union and M&H Valve
Greg Scott - SSAB Americas
Maria Short – Westervelt Company

**chair*

Locations

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