

A Panel Discussion
on the
NSF Workshop on Manufacturing Systems Integration

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The University of Michigan

1. Introduction

Systems integration is an activity which until now has been largely handled on an ad hoc basis, often with disastrous effects and almost always with more work than was originally anticipated. The difficulties appear to compound rapidly with increasing complexity of the interconnections among subcomponents, and appear at several different levels, e.g. algorithmic, mechanical interconnections, electrical interconnections, communication protocols, software and data. Moreover, a broad spectrum of people is involved, and communication of common problems and solutions is often lacking. To investigate the easier underlying systems integration problem a workshop involving a broad range of experts was sponsored by the National Science Foundation. The workshop was organized by the Robotics Laboratory of The University of Michigan, and held at St. Clair, Michigan in November, 1983.

The underlying premises were

- Further and wider integration of manufacturing automation will be broadly beneficial.
- In spite of its benefits integration of manufacturing automation is taking place at an unacceptably slow pace.
- A basic research program in systems integration methodologies is needed to support and foster acceleration of integration of manufacturing.

The goals of the workshop were twofold. First, the extent to which the above three premises are true was to be determined. In particular, workshop participants were asked to answer the following questions:

- What does systems integration mean in your area?
- How much systems integration is desirable? Will it be a major aid to manufacturing, or has it been overvalued?
- Is systems integration taking place at an unacceptably slow pace?
- What research areas would it be appropriate for NSF to fund under the heading of systems integration?
- Is the necessary work in systems integration primarily standards work, or is it research?

The views of industry were to be particularly important in making these determinations.

Second, the workshop would bring together and establish communication among researchers from industry and the academic world who are working on various aspects of the

integration of manufacturing automation. This was considered particularly important given the broad range of people concerned with the various aspects of integration.

The results of the workshop will be disseminated in several ways. This panel discussion is one of them. In addition, a written report is being prepared (completion is expected in May, 1986). An audio recording was made of the entire workshop, and a complete transcription of it has been prepared. A videotape of the final reporting session is being prepared.

2. The Technological Area

The integration of manufacturing automation at the cell and factory floor levels was the technological area of interest. The workshop started with the following tentative characterizations.

The cell level is characterized by a modest number of machines and devices in close proximity, having a great deal of interaction. Significant time intervals are short: microseconds up to minutes. Geometric coordinates, shape, high level sensor based motion control and contact constraints are important. Variables are often real valued. The cell level involves such activities as adaptive control of machines, closely coordinated control of multiple robots and machines, task level planning of robot and machine operations, trajectory planning and the building of tools to support these activities.

The factory floor level is a collection of cells, each with its own cell level description. Here, concerns are with the flow of materials, tools, parts, and information throughout the manufacturing facility. Elements are somewhat more loosely coupled, than at the cell level. Significant times are typically measured in seconds and minutes (e.g., the time required to load a machine with a part, to create a part program, to move a part from one machine to another, to bring together two pieces for assembly). It is sufficient to identify a location by name, not coordinates; to characterize a cell by its capabilities or simply "execute" programs for, say, NC machines and robots. Typical constraints are of the form "At most one pallet can be at machine #4." Variables are usually logical integers or names.

It is not only systems' integration at the cell and factory floor levels individually that is of interest, but integration of activities across these levels as well. The interconnections between the cell and factory floor levels are often in the form of commands to the cell level and status reports to the factory

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variety produc tion on demand with low lead times with the ability to be agile This is in stark contrast to conventional

manufacturing which has relied on economies of scale and where change is viewed as a disruption and is therefore

detrimental to production Computer integrated manufac turing CIM and flexible manufacturing practices are a key

component in the transition from conventional manufacturing to the new manu facturing environment While the use of

computers in manufacturing from controlling indi vidual machines NC Robots AGVs etc to controlling flexible manu facturing

systems FMS has advanced the flexibility of manufacturing environments it is still far from reaching its full potential in the

environment of the future Great strides have been made in individual technologies and control of FMS has been the subject

of considerable research but computerized shop floor control is not nearly as flexible or integrated as hyped in industrial and

academic literature In fact the integrated systems have lagged far behind what could be achieved with existing technology

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chairman s speech infosys - May 18 2023

apr 28 2022 chairman speech annual general meeting 2022 the following is an extract from remarks to be made by howard davies chairman at the meeting 28 apr 2022 as well

fed chair powell delivering key speech today here s what to - Sep 29 2021

oct 19 2023 live video watch fed chair jerome powell noon et fed chair jerome powell is set to address the economic club of new york today at noon et you can watch the

stakes raised for powell speech thursday with 10 year yield on - Mar 24 2021

1 day ago starting at 8 a m et on ewtn holy mass on october 22 2023 twenty ninth sunday in ordinary time today s celebrant is fr leonard mary readings is

speech of h e majed almesmar chairman of the conference - Nov 12 2022

chairman s speech ladies and gentlemen good morning my name is charles goode as your chairman it is my pleasure to welcome you to the 35th annual general meeting of anz

college chair kamila hawthorne addressed members this - Jan 02 2022

oct 19 2023 thank you chair lewis for that warm introduction i m delighted to be here at this year s exim annual conference with the private sector fellow government officials and all of

welcome speech for a scientific conference examples tips - Oct 11 2022

chairman s speech at the 66th annual general meeting of the company on 10th august 2022 through video conferencing other audio visual means esteemed shareholders my

chairman s speech anz personal - Aug 09 2022

for hbr he has previously written how to be a better meeting chairman january february 1969 to the interested observer a meeting is a kind of fishbowl in which he can watch the

strong economic data could warrant higher rates fed - Jun 26 2021

october 19 2023 at 9 15 am pdt listen 0 20 federal reserve chair jerome powell was escorted out of a room where he was due to give a speech on monetary policy after protesters

watch fed chair jerome powell deliver a speech on the u s - Apr 24 2021

oct 19 2023 the dollar dropped on thursday after federal reserve chair jerome powell was interpreted as being generally dovish in comments made at an economic forum even as he

how to write a good welcome speech with a - Mar 04 2022

feb 29 2020 here are some good general phrases to use i d like to welcome you all here today now let s get doen to business thank you all for coming perhaps we can make a start

u s treasurys ahead of fed chair powell speech cnbc - Jan 22 2021

remarks by deputy secretary of commerce don graves at the - Aug 29 2021

oct 19 2023 federal reserve chair jerome powell is slated to deliver a speech on the u s economy thursday at the economic

club of new york the speech comes during a difficult

daily tv mass october 22 2023 facebook - Nov 19 2020

chairman s welcome speech agm 2017 salutations - Sep 10 2022

introductions if anyone at the meeting is new to the group or if there is a guest speaker this is the time when introductions should be made the person in charge of the meeting can

chairmans speech ge india - Jul 08 2022

the following are some general tips to help you in your role as a session chair at an iaia annual conference in addition to the specific instructions provided to you directly from the program

fed chair powell hints that soaring bond yields could mean - Jul 28 2021

oct 18 2023 federal reserve chair jerome powell is set to deliver what could be a key policy address with markets bracing that the central bank leader may still talk tough on inflation the

tips for session chairs iaia - Apr 05 2022

may 12 2022 a warm welcome to the 113th annual general meeting of bp p l c my name is helge lund i am chair of bp s board of directors i am chairing our meeting today from the

chairing a meeting useful english phrase for meeting as - Oct 31 2021

oct 19 2023 jerome h powell the chair of the federal reserve reiterated the central bank s commitment to moving forward carefully with further rate moves in a speech on thursday

how to be a better meeting chairman harvard business review - May 06 2022

oct 19 2023 publication date 19 october 2023 college chair kamila hawthorne addressed members at the rcgp annual conference in glasgow this morning you can read her full

ceo annual general meeting speech abb group - Apr 17 2023

feb 12 2023 the chairman s speech should report on the major occurrence of the year so the introduction should place that in context welcome shareholders and other interested parties

fed s powell escorted out of room after climate protesters - Feb 20 2021

may 12 2021 home news and insights speeches 2021 annual general meeting chairman s speech release date 12 may 2021 helge lund chairman 2021 bp agm 1 st james s

welcome speech for meeting 10 examples format sample - Dec 13 2022

conference and caricam conference speaking on management of universal funds and the code of practice for safeguarding the open internet 7 election to vice chair of caribbean ict

2021 annual general meeting chief executive officer s - Feb 15 2023

speech of h e majed almesmar chairman of the conference mr secretary general your excellences distinguished guests ladies and gentlemen welcome to the smart city of

2022 annual general meeting chair s speech news and - Dec 01 2021

oct 19 2023 jerome powell chairman of the us federal reserve during a news conference following a federal open market committee fomc meeting in washington dc us on

chairing a board meeting script and pro tips ibabs - Jun 19 2023

ceo annual general meeting speech 2 4 we are optimistic about our business performance in 2021 despite the covid 19 challenges we introduced a new operating model

annual general meeting chairman s report speech business - Jan 14 2023

1 welcome and opening remarks 2015 coast ssew symposium in the above example of opening remarks for a scientific symposium the speaker starts by welcoming everyone with a

opening a meeting business english englishclub - Jun 07 2022

mar 31 2022 3 explain the purpose once the subject matter and duration has been established touch on the purpose of the meeting the last thing you ll want is for attendees to be unsure

ceo speech at annual general meeting 2020 saab - Jul 20 2023

chairman s speech dear shareholders today as we convene the 40th annual general meeting of infosys i warmly welcome each one of you it is always a pleasure to connect with

38 top opening and closing remarks for meetings - Sep 22 2023

helge lund chairman 12 may 2021 welcome in a few moments i will say something about the resolutions proposed but first i want to share some reflections on the past year a year