

Dividend

The Magazine of the Graduate School of Business Administration • University of Michigan • Fall 1981



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'54 K. is the vice processing at San Diego Association. He is ac ds and committe Advisory

'51 THEODORE A. URBA MBA '51, is vice mortgage department at National Bank in Sagin

Dividend's People

What's Going On Here?

It's been a very busy first year of operation for the Business School's alumni office.

Seventeen separate activities were sponsored from coast to coast and in three foreign countries. The functions included receptions, faculty presentations, a joint reunion for the classes of 1926-1931 and a return to campus by 23 recent graduates to advise students about entry level positions.

Over 1,600 alumni and guests participated in these events. Dean Gilbert R. Whitaker, Jr., devoted much of his time to getting acquainted with alumni by attending receptions in Ann Arbor, Battle Creek, Kalamazoo, Grand Rapids, Chicago, New York, Los Angeles and Houston. In addition presentations were made by Professors William K. Hall and Paul W. McCracken for our Chicago and New York alumni, respectively.

Over 50 alumni and spouses from the classes of 1926-31 returned to the Business School for a joint reunion on May 1, 1981. The reunion dinner held at the Michigan League was highlighted by fond reminiscences of the School's beginning in Tappan Hall. Also during the year, 23 recent graduates participated in our Student/Alumni Forum designed to inform students about entry level positions. Graduates working in five functional areas (public accounting, banking, consulting, corporate finance, marketing) discussed the program at Michigan, their job search and their first year on the job.

On another important front, Ms. Vicki Oppenheim, alumni rela-

tions secretary, has coordinated the massive effort to update our alumni records. Over 6,000 alumni have returned their census forms, providing us with updated information on home and business address, job titles, and functional areas of their job responsibilities.

A variety of alumni activities are planned for this fall including receptions in Birmingham, Michigan; Cleveland, Ohio; Washington, D.C. and Chicago. Three Saturday morning programs are also planned, including an open house at homecoming. Listed below is a schedule of Fall 1981 activities.

September 22: Birmingham Reception, The Community House, 6-8 p.m.

September 25: Student/Alumni Forum

September 26: Saturday Morning at the Business School—Dr. Patricia Shontz Longe speaking on "What's Going on in the Board Rooms of Large and Small Businesses?"

October 1: Washington, D.C. Reception, The Mayflower Hotel, 6-8 p.m.

October 15: Welcome to the Windy City Reception, 5:30-8:00, University Club of Chicago

October 24: Homecoming Open House 9-11 a.m., Ann Arbor

November 4: Cleveland Reception, Cleveland Skating Club, Shaker Heights, Ohio, 6-8 p.m.

November 7: Saturday Morning at the Business School—Dr. Dennis G. Severance speaking on "Coping with Computerization in the 80s"

Dividend

Vol. XIII, No. 1

Fall, 1981

Pete Dendrinis, BBA '51, took his company from zero to a 100 million dollar corporation in 25 years. And his pies are delicious.
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Tom Schuler, BBA '79, is training for a chance at the '84 Olympic cycling team.
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August Bolino, BBA '48, MBA '49, research director for the Ellis Island Restoration Committee, is now working on a book about the Island.
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Craig Patterson, MBA '70, is part owner of a shipyard in Maine that makes custom built yachts.
Page 12

Cleveland Christophe, MBA '67, vice president of Citicorp, has made several direction shifts in the course of his career, and doesn't mind rolling up his sleeves and starting from the beginning.
Page 14

Sandy Mann, BBA '77, is manager of administration for San Diego's new mass transit system.
Page 16

This issue is dedicated to "Dividend's People." Who are they? You, the alumni, for whom this magazine is published. And what an interesting lot you are! Our alumni census of last year turned up such a variety of fascinating people that we decided to devote an entire issue to you. As you will note, this is an exceptionally large issue, and even so, we only had space to use a small part of the information we had. Though the ages, the professions, and the backgrounds of the people featured here vary enormously, they all have one thing in common: all studied at the Business School. So, Dividend's People, we salute you. Long may you live and prosper. And we hope you enjoy this issue about yourselves.

David Merriman, MBA '36, is spending his time in retirement founding and running a museum on the island of Grenada.
Page 18

George Hopper, BBA '57, MBA '58, is a single parent and homemaker with one son still at home and three "out of the nest."
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Power Foundation Scholarships send English and American students to each other's shores for two years of study.
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Nancy Zak, MBA '79, coordinates multi-million dollar construction projects.
Page 25

Donald Bowman, Ph.D. '72, works at two trolley museums in his spare time.
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Bob Gilhooley, BBA '66, MBA '67, is a partner in Speakers of Sport, Inc., which negotiates the contracts of professional athletes.
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Bob Klagsted, BBA '49, after fifteen years has finished the plane he was building in his basement.
Page 29

James (Beau) Keyte, MBA '76, makes corporate logos in stained glass as a sideline hobby/business.
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Bill Frieder, BBA '64, MBA '65, is head basketball coach for The University of Michigan.
Page 38

John Keck, MBA '57, is an NFL umpire in his spare time.
Page 45

Peggy Becker, BBA '65, is editor of The News-Democrat, weekly newspaper in Carrollton, Kentucky—circulation 3400.
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Norman Auerbach, AB '41, MBA '47, is Chairman and CEO of Coopers & Lybrand.
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Cover Design by Dina Kamrowski

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Ideas That Boomed

Pete Dendrinis, BBA '51

took his company from zero to a 100 million dollar corporation in 25 years. And his pies are delicious.



Pete Dendrinis, BBA '51, has come a long way since he and his wife and sister used to make 15 apple pies at a time and freeze them (for a total of 600 pies a day), then cart them across town to a rented freezer with a 3,000 pie capacity. Now the "70 line" at Chef Pierre headquarters in Traverse City is capable of turning out 6,000 pies an hour, the shipping freezer holds more than two million frozen pies, and Chef Pierre is a \$100 million corporation.

You don't talk to Pete very long before you realize that one of the ingredients of his enormous success is devotion to quality. He speaks thoughtfully about the problems of creating a *fresh* apple pie. Even if you start with fresh sliced apples, the hot filling begins to break down into applesauce in less than five minutes. Last year Chef Pierre spent \$800,000 on equipment that can cool a 200 degree filling to 55 degrees in 3 minutes without breaking up the slices of fruit. "That decision," says Pete with pride in his voice, "gave us the best apple pie in the business."

Although apple pie accounts for about half of Chef Pierre's business, the company develops, produces, and sells over 120 frozen prepared dessert items, including cheesecake, meringue pie, dessert cups, Boston cream pie, hand-iced carrot cake, 3-layer tortes and sheet cakes. In peak seasons such as Thanksgiving when demand for pie is high, it ships over 125 semi-trailer truck loads of product per week.

The idea for Chef Pierre pies was really born in 1909, when Pete's father, then 15 years old, came alone to America from the Greek island which had been his home. When he got off the boat he weighed 98 pounds, spoke no English, knew no one, and had \$10 to his name. He was also hungry. One of the first things he saw was a small concession stand selling

5¢ pies. He bought one, thought it was the most delicious thing he had ever tasted, and then and there vowed he would learn to make American pies.

As the years passed, he moved to Muskegon, Michigan, and ran a pool hall where they sold "Christie's 5¢ pies." One day while making his regular pie delivery to the pool hall, Christie announced he was going out of business, whereupon the following dialogue took place.

Dendrinis: "You want to sell the business?"

Christie: "You bet."

Dendrinis: "How much do you want?"

Christie: "Three hundred dollars."

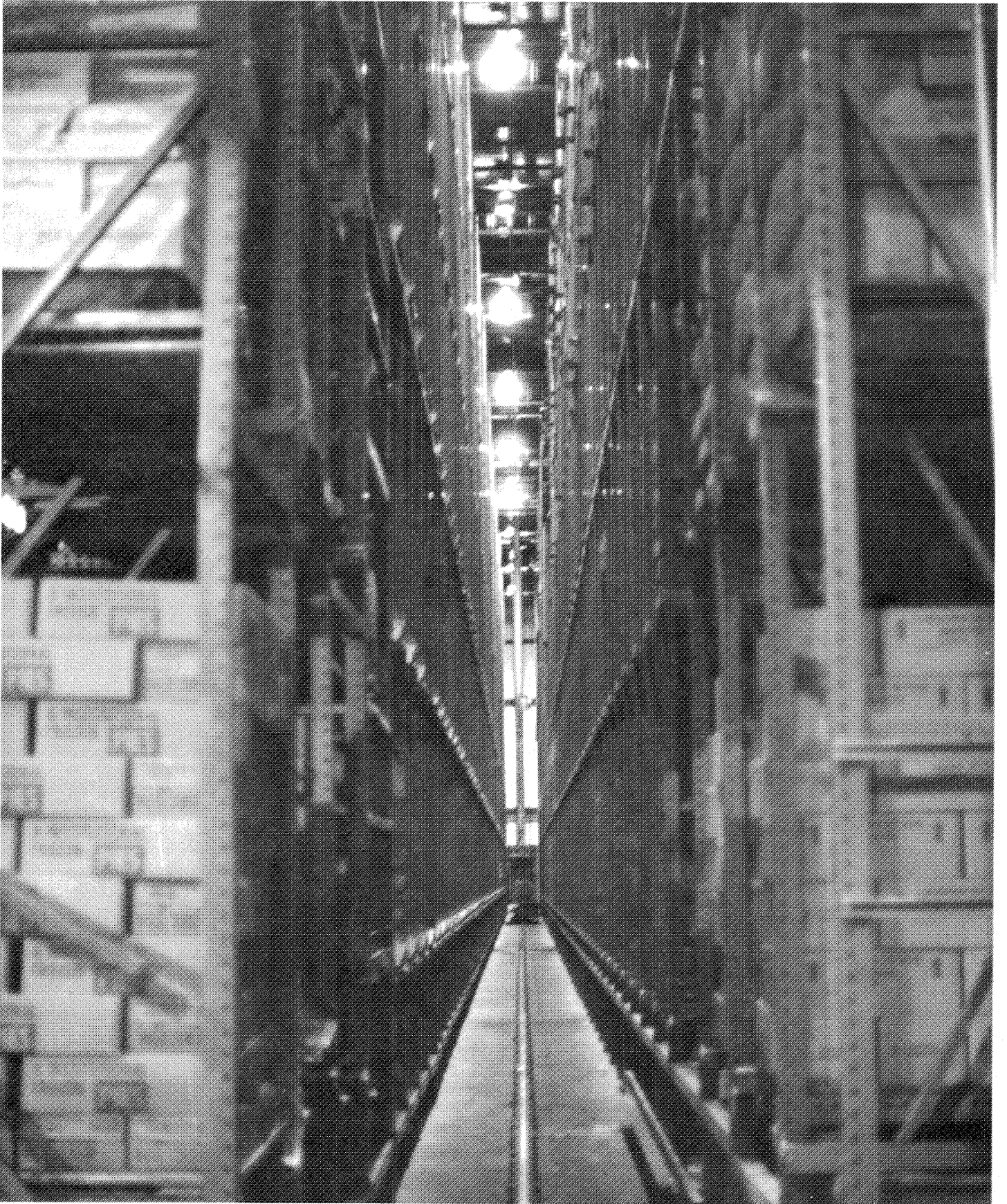
Dendrinis: "Sold."

The next morning, Pete's father went to his new company and started making pies.

"When I was 9 years old," remembers Pete wryly, "I started scrubbing pie pans while standing on a muscat raisin box. Dad didn't hire anybody—he had 8 kids, it was the depression, and we all worked in the business. I started delivering pies at 14 years old, dealing with sales problems and delivery schedules. Dad was an uncompromising quality man. That rubbed off on us. We'd have our heads handed to us if we didn't do things right. I had the quality story imbedded in me very early, and that has been the success of this company. Quality is the *only* thing that lasts."

Pete grew up, went into the service in 1944, and attended business school after the war, receiving his BBA in 1951. "And the *last* thing I was going to do," he says, "was go into the pie business. I didn't want anything more to do with pies." So he got a job as a sales representative for 3M Company, and worked there for three years, doubling his territory every year.

But by the time 1954 rolled around,



The shipping freezer at Chef Pierre holds over two million frozen pies. (*Photo by Frank Gruber, senior baker editor, Bakery Production and Marketing Magazine.*)

the frozen pie industry was beginning to move in on Pete's father, and Pete, with his ingrained knowledge of the pie business, was watching the industry with interest, recognizing its potential. From time to time, he'd buy a frozen pie, take it home and sample it and in the back of his mind he was conjuring up some plans.

By September of 1954, Pete knew he wanted to go into the frozen pie business, and that the way to start was to work for his father. As he tells it, "Dad was the most strong willed individual the world ever created. He was the epitome of the sole proprietor. Nothing could happen in his business unless it went through his hands, his brain. That was the only way he knew to control the situation and make sure that his standards of quality were met. So I started with Dad's company, knowing that I would work in the fresh pie business for him, and at the same time develop a line of pies good enough to crack the frozen pie business."

Pete wanted the *best* apple pie anyone could make. Then he planned to freeze that pie. So for 18 months he researched pies, asking aunts, mothers, grandmothers how they made apple pies; studying recipe books; testing countless methods. He worked on crusts—trying first to come up with the best crust, and second to find a system that would allow that best crust to be achieved every time, even when you're making it by the ton. And he continued to work in the fresh pie business (one day old and you throw them away).

When Pete perfected his recipe he bought a small freezer. "Dad thought I was crazy," he recalls, "but when Dad went on vacation I bought another freezer twice as big as the first one—one that could freeze 600 pies at a time. When Dad came back from vacation, he thought I had completely flipped out." But by this time, Pete was selling the frozen pies, retrieving the business that had been lost and selling about three times more than that.

By February of 1957, the frozen pie part of the business was successful enough so that Pete could buy his father out and convert the whole operation to frozen pies. But freezing

facilities were limited, and so was cash for buying more. Pete and his wife, Peggy, then heard about a plant in Elk Rapids with a 30 by 40 foot freezer. The entire plant was for sale for \$14,000, and when Pete went to Elk Rapids to look at it, he was met by the city fathers who offered a loan of \$4,000 to help him buy it. So in October 1957, Chef Pierre moved to Elk Rapids.

"I hired 7 people at \$1.20 an hour," says Pete, "and we put together our first production line. We had rollers, a crimper and a filler. The filler moved, dumped filling in a crust, then moved, dumped it in another crust, etc. The first week we ran that machine we made 375 pies an hour. We had never been able to make more than 150 an hour by hand. And within 30 days, as we became more skilled, that production line was producing 700 pies an hour."

"Those were the days," recalls Pete, "when I averaged about 16 to 17 hours a day and never got tired. It became a joyful business for me. I would work Sunday, Monday, Tuesday, Wednesday, on production, then hop in the truck on Wednesday night and start delivering, marketing, and building demand for the product. Friday I would return and pick up all the supplies necessary—the flour, the sugar, etc. and then start all over again." Demand for the pies began to go up, and up, and up. In 1957, Chef Pierre did \$71,000 in business. By 1962, the volume was \$260,000. At that point Pete coerced his oldest brother, Mike, to leave the chemical business and join the company, taking over the marketing and sales, and leaving Pete free to concentrate on product quality, financing and the people of the company.

At this point, the company started to grow very rapidly. A loan from the Small Business Administration made it possible to build a 26,000 square foot plant in 1962. (This is the core of the current plant.) "We had a 14,000 square foot freezer," recalls Pete, "which was 16 times more than we needed at the time, so we helped to pay for it by storing 10 million pounds of cherries. Sometimes it seemed as if we'd never need all that room, but by 1968 we were using it all."

As the company grew, Pete changed his management style. "Little by little I began to break off bits of the job I had been doing, and hire top people for those slots," he explains. "First my brother Mike took over sales and marketing. Then Phil Begley came in to take over accounting and finance. Phil is a super detail man, and I am not well suited to detail. Later we hired a production expert, and still later, a procurement man to handle all the purchasing." But the ability to change style from handling everything yourself to delegating, is a crucial shift which not all entrepreneurs have been able to manage successfully. We asked Pete how he developed that ability to change with the company as its needs grew? "I think I did learn about the proper ingredients of running a successful business at the Michigan Business School," he muses, "and also, I think I learned by watching my father that you could not run a successful business all by yourself. You have to get good people into key positions and then let them do their jobs."

Finally the time came when Pete had delegated all aspects of running the company except for new product development (one of his favorites) and the financial side. About new products, he says, "The tough thing is keeping your management team from getting their feet stuck in a quagmire. You don't want the thought processes to become rigid, so that you can't think in new ways. The management group needs to get their brains fluid enough to accept the phenomenon of a company taking a turn in a new direction."

A new direction? Like what?

Well, for example, like quiches. Currently at Chef Pierre, a new line of quiche is in the developmental stages. Quiche could function as hors d'oeuvres or as main entrees. One half hour of the weekly top management meeting held by Chef Pierre's 11 top executives is devoted to the presentation of new products. The group may sample six pieces of pie, six slices of cake, and some new products brought in from research and development. (P.S. They also often skip lunch on Mondays.)

The financial side of the business

has been taking up much of Pete's time since the company began growing at the rate of 50 to 60% a year. Such rapid growth creates a tremendous capital crunch. "If you are growing at \$2 million in sales a year," explains Pete, "you need to put 20 to 25% of that in cash into the business just to fund the growth. That's half a million a year. Where are you going to get it?" This question was answered in 1972 by Chef Pierre going public with 200,000 shares at 25 times earnings, or \$18.75 a share. That brought 4 million dollars into the cash account.

By 1972, the company was doing 10 and a half million in sales and growing by leaps and bounds. By 1975, with 32 million in sales, they made a second public offering of 400,000 shares at \$14.50 a share. By 1978, when sales hit \$50 million, the company merged with Consolidated Foods. And this year, sales will hit \$100 million.

And now, with all this success, and at a vigorous 55 years of age, Pete is retiring from Chef Pierre. His brother, Mike, will succeed him as chairman and CEO. "It's been invigorating," says Pete, "but I don't need the pressure any longer. There can be a lot of pain and effort in a company like this as well as a lot of satisfaction. At first it's fun to expand, to grow, but after the 13th expansion of your plant, it's not all that exciting any more." And so he is retiring to his investment business, to his cottage on Crystal Lake, to his golf game, to his reading and his music, and to doing *only* those things that interest him. And you can be sure that Pete Dendrinis is not stopping moving—he's only changing his direction.

Editor's note: This is the first of a planned series on alumni of the Business School who have been highly successful entrepreneurs. We would appreciate your help in locating candidates for this series. Readers who would like to nominate someone are invited to write "Ideas That Boomed," Dividend Magazine, Graduate School of Business Administration, University of Michigan, Ann Arbor, Michigan 48109.



The cheesecake production line at Chef Pierre. (Photo by Fran Martin, editor, *Bakery Production and Marketing Magazine*.)



Tom Schuler, BBA '79

is training for a chance at the '84 Olympic cycling team.

At a time when physical fitness and training seem to be everyone's favorite avocation, Tom Schuler, BBA '79, is way ahead of the pack. He is training for a chance at the 1984 Olympic cycling team.

Tom trains all winter for the long spring-summer season when he cycles sixty to seventy miles each day, piling up some 400 miles of hard road work per week. Starting from the middle of March, he enters races every weekend and competes in a number of special series events, some of which involve ten races in fifteen days. He competes in fifty to sixty races a year.

Tom's record in competition is impressive. He has been on the U.S. National racing team since 1975. In 1979 he won the National Prestige Classic Series sponsored by the U.S. Cycling Federation, a 21-event series with international competition. He was a member of the 1980 Olympic team (which did not go to Moscow because of the boycott; American cyclists spent the summer touring Europe instead, competing with most of the Olympic teams). Last summer he traveled across the U.S. as a member of the Seven-Eleven/Schwinn Team, sponsored by the Southland Corporation and Schwinn Bicycle Company. They are a high powered group; three of the seven members are professional athletes—one of them is Eric Heiden, who won five Olympic gold medals in speed skating, and another is Roger Young, the brother of Sheila Young (who is an Olympic gold, silver, and bronze medal winner). The four amateur cyclists on the team are Olympic hopefuls for 1984. Their team, this summer, won the Grand Prize in the spectacular 10-race Lowenbrau Series.

Tom explained why the team approach to what is, basically, an individual sport offers advantages to serious competitors: "First of all, our expenses are covered, and that's important. A lot of race series are scheduled in one city after another across the continent. For instance, the Lowenbrau series was staged from New York through the Midwest to California in a two-week period. For other races, you need special conditioning. We needed two weeks of high altitude training over steep,

strenuous country for the Coors Classic in Colorado—we prepped for that in Breckenridge. But there are other advantages in team racing too. Each of us with a specialty, say mountain cycling, or criterion (flat) racing, can plan a strategy that helps the other team members and each of us does better in the long run. Most top riders belong to a club or team."

Even with the help that teams provide, the amateur athlete's special problem, says Tom, is finding the time to train and compete while earning a living. Amateurs *can* win prize money and still retain their amateur status, but this subject of money is controversial and the Olympic Committee's interpretation of rules is in flux. In Russia, of course, the Olympic competition is, in fact, the Russians' version of professional sports, and Olympic contenders receive apartments, cars, and subsidized training time. Tom says, "There are a lot of Russian cyclists and they are the best, so good that professional European cyclists won't risk competing against them. The last Olympics proved Russia's strength in cycling."

It was to match the Russian athletes' advantages that an innovative program, the Olympic Job Opportunities Program, was started. Howard Miller, President of Canteen Corporation, founded this formal program geared primarily for athletes with college degrees, in their twenties or thirties, who show the greatest promise of winning positions on the U.S. Olympic team. It tries to find a job with full pay suited to the athlete's educational and work experience in a selected geographic area where desirable coaching and training facilities are available; but it requires a commitment on the part of the athletes to conscientiously perform their job, taking time-off only as necessary to meet training requirements and to attend significant national and international competitions.

The specific terms of a work/time-off agreement are negotiated directly by the cooperating employer and the athlete. The program's function is only to find a match between firms willing to participate and athletes.

Tom, for instance, works as an administrative coordinator for long-range planning with the Illinois Credit Union League. He is away most of the summer, from March to October, without pay; when he is back on the job, he is paid for an eight hour day even though part of each day is devoted to training. Athletes in other sports have different training needs (perhaps, for instance, no need for large blocks of time completely away from the job) and so they may have very different arrangements with their employers. So far, about 100 athletes are in the program, pursuing a personal career with an eye to the future, without sacrificing the opportunity to compete in their sports and train for the next Olympic trials. Tom's work with the Credit Union League has been mostly on special projects that can be completed in the fall and winter months.

Tom received five offers for work on the Olympic Job Opportunity Program and is highly complimentary about the program. His criteria for choosing among the offers was more influenced by the time-away factor rather than by longer-range career plans. This concern about time-off is understandable in view of the demands of his training schedule. He describes it this way: "Cycling is done in all kinds of weather; some of it in intervals (as hard as you can manage for one mile, resting for two miles); some of it in ten 500 meter sprints in a row; but mostly, my training is simply cycling long distances without stopping, just go, go, go, building up stamina." Winter training includes cross-country skiing and running, activities facilitated by the League's weight room and locker room facilities.

Tom plans to remain an amateur cyclist for the near-future, but he says there is a temptation to cycle professionally later. He explains, "American cyclists have generally given up the sport at an early age because of financial pressures, not physical pressures. Cycling is an endurance sport, like running, and a cyclist can enter top competitions and perform at his peak up to the age of 35. However, some advantageous changes in the financial aspect may be occurring now. For instance, a cycling

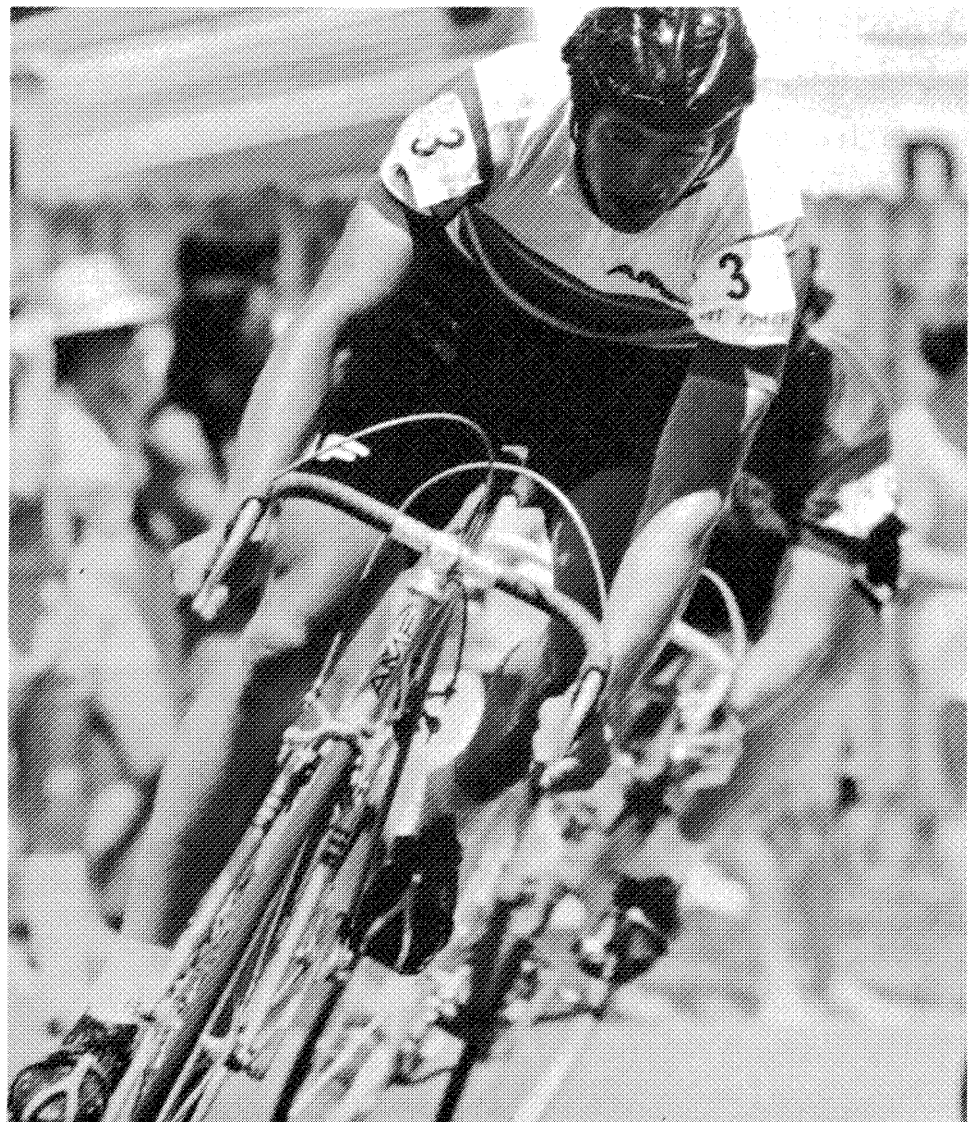
series proposed for Madison Square Garden would offer \$50,000 to the winner of a race with a total purse of \$300,000. As another example of the improved prospects for professional cycling, Tom mentioned his experience in a "Madison Race" in Cleveland, a four-day event. This was an indoor race on a track that is banked 50 degrees and takes eight seconds a lap with speed about thirty-five to forty miles per hour—"a little like racing inside a toilet bowl" as Tom describes it. (He crashed three evenings out of four. He said, "Someone might wonder why you keep going after losing skin on floor burns, but you don't feel the pain—you just get back on the bike as fast as you can.") These Madison Races are immensely popular in Europe, and while they haven't been held in this country much, there was an attendance of about 25,000 in Cleveland

over the four nights. This turnout was a promising sign for increasing public interest in cycling as a professional sport.

In spite of the growing popularity of the sport, Tom doesn't intend to stay in cycling in any peripheral capacity once he stops racing. He looks forward to a business career, working in his own business, and possibly going back to school. Thanks to the Credit Union League's participation in the athletes' work program, he'll have had some practical administrative experience right in the middle of his racing days.

[Interested athletes and potential Olympic Job Opportunities employers can learn more about the program by writing:

Olympic Job Opportunities Program, Olympic House, 1750 E. Boulder, Colorado Springs, Colorado 80909]





August Bolino, BBA '48, MBA '49

research director for the
Ellis Island Restoration
Committee, is now working
on a book about the Island.

“People who don’t grow up with their grandparents always wonder who they were and what they were like,” observes August Bolino, BBA ’48, MBA ’49, who is now vice president for research for the Ellis Island Restoration Commission. “When I started asking my parents about *their* parents I got more and more interested in the details, and began interviewing other members of the family. One thing led to another, and I eventually ended up going to Italy in 1974 to look up family records. The result of all that research was a 150 page family history that I wrote and sent to members of the family. It was then that I got involved with the Ellis Island Restoration Commission.”

The purpose of the Ellis Island Restoration Commission is 1) to restore the Island as a site befitting its status as a national monument, 2) to develop a center of immigration studies, and 3) to establish a museum to commemorate the millions who passed through the Island on their way to freedom.

Bolino’s parents were among those millions. Both of them came from Italy: his father made the trip alone in 1910 at the age of 17; his mother arrived at the age of 18 with her four younger brothers and sisters. They stayed with a relative when they arrived, and she went to work in a textile sweat shop doing piece work.

You can hear the enthusiasm in Bolino’s voice as he talks about the Ellis Island project. “We’d like to have a museum in the Great Hall where immigrants were processed,” he says, “and we’d like to develop multicultural (ethnic) rooms in the old lounges on Islands 2 and 3. These rooms would contain maps, flags, books, pamphlets, articles, histories, and microfilm of each cultural group. We’d also like to create a research center in the old isolation wards. In planning for the Island,” he continues, warming to the subject, “we should remember all the things that it was at one time. It was a railroad depot; it was a restaurant; it was a playground; it was a library; it was a cinema and stage; it was a baggage room; it was a dormitory; it was a luggage room. And we estimate that

about 100 million Americans today are related to those 19th and 20th century pioneers who entered this country through the Island.”

The immigration station on Ellis Island in New York Harbor opened on New Year’s Day, 1892, equipped to handle 10,000 immigrants a day. That first station was destroyed by fire June 14, 1897, and all immigration records of the Port of New York for the years 1885–1890 were lost. Construction on the present station began immediately and was completed in December, 1900, in time for the peak years of immigration, 1903–1914. In 1907 alone, more than one million people passed through the Island.

In the upset of World War I and the years following, Congress took action to stem the tide of the great Atlantic migration. Immigration was limited to 357,000 people per year and quotas were set for each country (3% of the number from that country who were living in the U.S. in 1910). In 1924, quotas were further restricted to two percent of national residents as recorded in the 1890 census. During the 1930s, Ellis Island became a refuge for immigrants from Nazi Germany and after World War II, it served mainly as a port of debarkation for subversive aliens. By November, 1954, Ellis Island was closed as an immigration station and declared “surplus property” in 1955.

In the next decade the station fell into ruin. In 1964, then Secretary of the Interior Stewart Udall suggested that the Island become a national monument. President Johnson designated it as such, but a Congressional plan, including a 130 foot hollow tower containing the names of all immigrants, was abandoned.

The Island today is part of the Statue of Liberty national monument, and as such is administered by the National Park Service. However, the site now requires large scale rehabilitation and preservation that will cost an estimated \$54 million. A new, public-private effort to raise these funds was begun in 1980 by the Ellis Island Restoration Commission, Inc.

Meanwhile, Bolino (who is also a professor of economics at The Catholic University of America), is



A picture (undated) of immigrants newly arrived at Ellis Island.

continuing to work on the history of the Island. In the summer of 1980, he traveled to 11 major American cities seeking oral histories, and has so far uncovered 36 projects that may have Ellis Island components. He says the oral history phase of the work is particularly critical because of the age of the survivors. In addition, he is collecting documents, correspondence, and other immigration materials. "I noticed, in going over the histories that we have quite a bit of imbalance," he says. "For example, we have quite a bit of material on Jewish and Italian history, but not much on some other ethnic groups. And there are documents scattered all over the United States." Bolino adds that a great deal of help

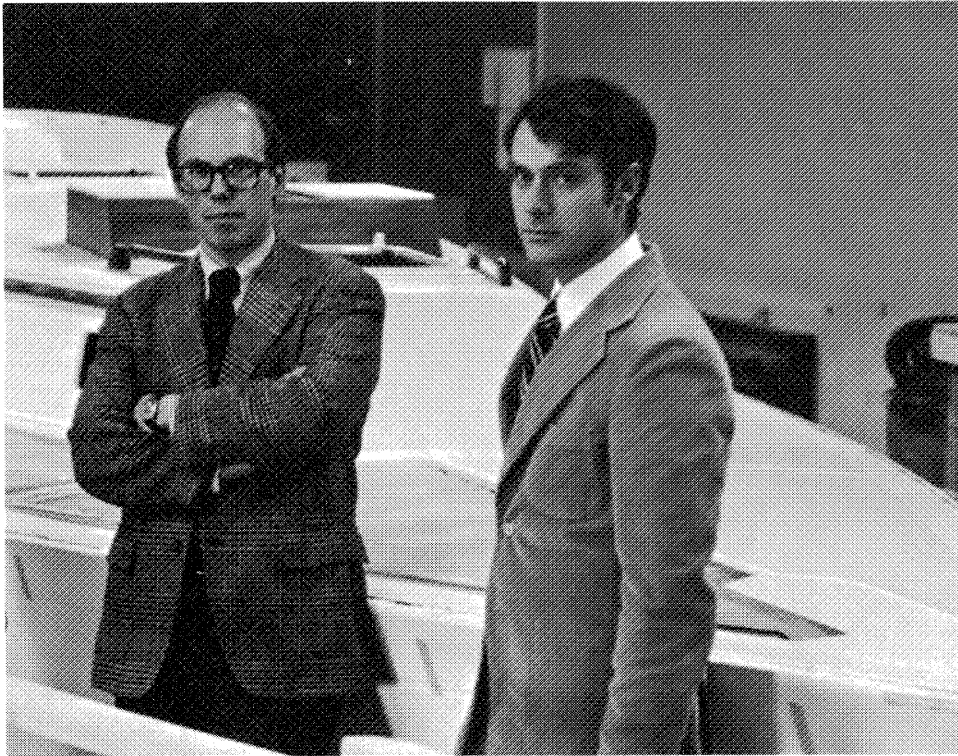
in identifying and collecting the documents is being given by a national advisory committee on archives, research and documents which consists of 36 scholars from all over the country.

Bolino spent the summer of 1981 working at the National Park Service finishing up a Source Book on Ellis Island which is to be published by the government printing office. The source book will include chapters on the growth of Ellis Island, passing through the "Golden Door," the oral history inventory, Ellis Island documents, ethnic pluralism in the U.S., and the current state of Ellis Island.

Bolino received his Ph.D. in economics from St. Louis University in 1957, and worked as chief of the

Division of Economic Analysis of Automation, Office of Manpower Automation and Training, U.S. Department of Labor, from 1962-64 and as director of the Evaluation of Manpower Development and Utilization of Programs Branch of the U.S. Office of Education from 1964-66. He has spoken and written widely on population and labor problems, manpower training and the impact of automation.

The Ellis Island Restoration Commission is accepting donations of books, pamphlets, brochures, passports, photography, or other memorabilia about Ellis Island. Bolino says these will be stored temporarily at The Catholic University of America until restoration of the Island is completed.



Craig Patterson (left) and Hank Hinckley, his partner in Ocean Cruising Yachts, Inc., pose in front of a new 40 foot ship. Craig keeps a 30 foot yacht (not of his own manufacture) on Lake Perry near his home in Kansas City, but he plans to buy an Ocean Cruising Yacht for himself as soon as he can afford one!

Craig Patterson, MBA '70

is part owner of a shipyard in Maine that makes custom built yachts.

“I’ve sailed yachts for a long time,” says Craig Patterson, MBA ’70, but I’d never had any experience in *building* yachts before a friend suggested that we start a shipyard in Maine.” Craig is not one to jump into things blindly: as a partner with Peat, Marwick, Mitchell in Kansas City, running the private business practice, he had been a consultant to many entrepreneurs who were considering new ventures. But in a single long weekend of talks with two potential partners, he founded Ocean Cruising Yachts, Inc.

The idea of a shipyard started when a friend of Craig’s ordered a yacht from one of the nation’s top shipbuilders, Henry R. Hinckley, Co. In the process of working out all the custom details on the ship, he got to know the firm’s young president, Hank Hinckley (a son of the founder), and learned that the father, who was the firm’s chairman, was about to retire. Craig’s friend saw an opportunity for someone to buy the firm or to propose a new venture with the young president. One weekend in

1978, Craig joined the two men to explore the possibilities, and the next Monday they formed a new corporation. Craig just laughs at the suggestion that this was an act of courage, and counters: “No, more an act of insanity, although if you look at these things *too* closely, you probably would come up with the conclusion that you shouldn’t do it, and we *did* it, and it’s been fun.”

The first priority was redesigning the classic Hinckley Bermuda 40 to gain more interior space, more speed, and better handling—with only a little more price. The goal was to use the best technology for the highest performance without sacrificing the comforts of a cruising boat. They took some risks. The first yacht had a long shallow keel (4’4” with the board up) that allowed her to be sailed in shoal water out of reach for most boats her size. Craig says, “We started advertisements in sailing magazines ten months prior to completion of that first yacht and made a sale before we proved she would float. The first launch was exciting. We held our breath until we saw how she performed.” (*Nautical Quarterly* reviewed this yacht and gave her flying colors.)

OCY’s fiberglass hulls are a standard configuration, but most of everything else in the yachts is custom. The yachts are so intrinsically personal in interior layout, rigging, and choice of materials, that they require close coordination between the customer and builder—a fact that makes a dealer network an impractical method of marketing. “In fact,” Craig says, “a major reason I decided to join the company was the marketing design problems—as opposed to how much I like to sail.” The firm’s estimate of the total market for this size and quality of yacht is about 60 yachts a year; a fully equipped boat runs about \$200,000 although they offer a basic boat without optional equipment for a lower price.

A basic contribution Craig has made to the partnership has been his accounting and finance background. (His UM degree was in finance and later he took a CPA, worked as an auditor, and was recruited as a tax consultant.) His two partners also offer strong individual backgrounds:

one, a lifetime experience in quality yacht crafting; the other, product and market development of custom equipment for the mining industry (which has low volume, high performance characteristics similar to yacht building).

About his frame of mind at the time of joining the firm, Craig adds, "I had started saying to myself, 'A consultant can consult just so long!' I had to get out and start doing things myself . . . face the stark terror of meeting a payroll. The timing was right for me."

He has since continued to change tack in his career. About two years after starting Ocean Cruising Yachts, Craig left Peat, Marwick, Mitchell to acquire a client firm, Eskridge Engineering Inc., which is a primary manufacturer of rotation drives. These rotation drives power the augurs on the backs of utility trucks (to make telephone pole holes) and turn cranes and winches on construction trucks and vehicles; there is a big market for them which Eskridge has barely scratched. Acquiring Eskridge meant continuing the direction of a shift from financial management to manufacturing management. Craig comments, "While we are beginning to see the retooling of America, too many people have been trained in the peripheral services of business, and not enough trained in manufacturing. But," he muses, "I'm not sure at what point *training* in manufacturing management becomes relevant; it may be that a course is of benefit only to someone who's been in a position to have the hell scared out of him." Craig admits that he's enjoyed the responsibility for manufacturing, its logical nature (also those aspects having little to do with logic, like getting production people to talk to engineering people and vice versa). When he thinks back to his MBA studies, he remembers most vividly a course in working capital management with Professor Eiteman ("A course it was *not* possible to fall asleep in") and the famous Alaskan Back Scratcher Case. [All you Eiteman survivors doubtless understand this reference, Ed.]





Cleveland Christophe, MBA '67

vice president of Citicorp, has made several direction shifts in the course of his career, and doesn't mind rolling up his sleeves and starting from the beginning.

Be careful of shortcuts—that's what my whole career pattern has been about," says Cleveland Christophe, MBA '67, talking about lessons he has learned from what he calls a "fourteen year trek in the corporate jungle." We talked about those lessons during a telephone interview with him in his office in San Francisco, where he now works as vice president of Citicorp.

"I know people who want to go and run something right away," says Cleve, expanding on his theme. "They don't want to get lots of well rounded experience and make sure they are steeped in various disciplines first.

Too many people are in positions beyond their competency because they took a leap into high positions too soon."

One lesson—the importance of doing your homework—of "minding the store," became obvious to Cleve in his second job after his MBA. At first, he went to work for Citibank in New York as a securities analyst for the trust division, but after about eighteen months, his entrepreneurial nature got the better of him, and he joined a fast growing organization which had a small corporate staff. His primary responsibilities were merger and acquisition analysis and treasury operations. "But I hadn't been too long in that job," says Cleve, "before I began to see that the people in the organization were getting dazzled by their own performance and focusing on the good press they were getting. Meanwhile, nobody was minding the store. They were interested in the idea of acquisitions and flashy sorts of things, but it seemed to me that unless their managerial strategies changed to make sure the companies they already *had* were properly positioned, they were going to have troubles down the road. So I left." (And, indeed two years after his departure, severe problems did surface in that company.)

Cleve then joined three other MBA's who were operating a fast food store called "Soul Stop," with a view toward franchising it eventually. They first asked him to consult with them, but he ended up joining them full time as chairman. "But what happened," says Cleve, "is that I started working nineteen hours a day. I would wear a suit by day and go around trying to raise venture capital, and then at night I'd put on a smock and cook fried chicken. The other three partners had become disinterested, and I wound up running the whole thing alone. That taught me quite a few lessons. One was that a lot of things that appear from an external perspective to be exciting and glamorous are going to look from the other side like a lot of hard work. Another thing I learned from that Soul Stop experience," Cleve says thoughtfully, "is that you don't just bail out. After about eight months of hard work with Soul Stop, I had

found some investors prepared to put money into the business, but by that time I had realized that it was the wrong business for me. So I told the investors thanks but no thanks, and spent the next several months posturing the company so that each of the various interest groups already involved—the creditors and investors—would have a better chance to have their interests served.” (In effect, the company was sold to another similar company through a complex stock swap.) “Harsh realities do exist,” he says, “and what counts is how you deal with them.”

Cleve returned to Citicorp in 1971, this time to the venture capital subsidiary. Two years later he again found himself working two jobs at the same time. By then he had returned to Citibank’s trust area, where he was asked to develop a strategy for investing in financial institutions (such as other banks, insurance companies, and savings and loans). After he had organized a team to implement the strategy, and had built some credibility with portfolio managers, senior management asked him to take a thoughtful look at the issue of where financial services were heading and what kinds of competition were developing for banks. “I had some understanding for the financial services business,” Cleve observes, “and so I seemed like the right person for the project, and yet, I had organized this team and had commitments to the people on it as well as to portfolio managers who were starting to buy our investment ideas. What to do? The answer was to do *both* things. So for several months I was working night and day on two jobs. I had offices on two different floors and sometimes even slept at the bank. I decided it was in my own interest and the bank’s interest for me to do both jobs. I had convinced the people on my team to work with me, and I wanted to deliver on the goods and not have six month hiatus while I was working on this other project.” (The project became a book, published in 1974 with a foreword by Walter Wriston, Citicorp’s chairman, which outlined the rising competition for banks, analyzed its basis, and pointed out that many of the competitors would be in an advantageous

position because they were less regulated by the government. Seen from the vantage point of 1981, the book seems prophetic.) By the end of that year, Cleve was made a vice president of the bank.

By 1975, Cleve had decided that he wanted to develop expertise at bank management. To do that, he needed experience in asset management, people management, and technology management. If he could gain that experience in a cross-cultural environment, so much the better. He let his desires be known, and in 1975 he was sent to France as a vice president without portfolio, working as a staff person for the head of country operations. “By this time I knew that you need to be prepared to pay some dues,” says Cleve. “Every time I made a direction shift in my career, I knew I was going to have to roll up my sleeves and start at the beginning. To be too proud to appear ignorant is plain dumb. You need to know what you know and know what you don’t know. Again, be careful of short cuts.”

Two years later, Cleve was head of operations in France, with a staff of 180 people. “I learned a lot in that assignment,” he reflects. “After I became head of operations, I spent the first couple of months listening and asking—it’s *so* vital to make sure that people are on the same wave-length—that communication is actually taking place. The management team needed reconfiguring, but the only way to know how to do that well was first to listen a lot. It’s so important to understand different perspectives (whether or not you agree with them), because with that understanding you have a much better foundation for action. I also learned somewhere along the way that people typically do what they think is right—that there are very few if any inherently evil people, but sometimes it can seem that way if a situation has become highly polarized. In building a team, I needed to make sure we had the type of operating management in the country that was going to be able to square off against the challenges ahead. And the biggest single challenge is technology. As banks become more and more technologically driven, operating people have to

be able to manage with technological change.”

And why did Cleve go from being head of operations in France, with a staff of 180, to a position in San Francisco where he doesn’t have any staff at all? “I had stipulated I did not want to spend more than two years in operations,” he explains, “because I figured by then I should be switching over to the credit-marketing side of banking. I wanted experience as a senior account manager and credit officer in a credit intensive area in a sophisticated market environment, so here I am.” (He has been in San Francisco for a year and a half.) “I aim to prepare myself to be a skilled banking manager, and this experience is what I call the rounding of the circle. To be really skilled, you need to go *all* the way around.” And what about the future? “I hesitate to define a future goal in terms of a specific position,” says Cleve, “but I will say that I have always intended to position myself so that I can accept broad management responsibility for a significant chunk of business.”

We asked Cleve if he had any particular memory of the Business School that had stuck with him through the years. “I’ll never forget Pilcher’s class in corporate finance,” he told us. “We were preparing for an exam, and one student asked Pilcher if he could use a slide rule. Pilcher said sure, you might as well use the tools of the trade. To me, a slide rule was a foreign instrument—something engineering students walked around with. Well, I didn’t use a slide rule, and I got a C on the exam. I remember going back to my apartment and thinking about that thing. Then I printed ‘I can, I will, I must’ on a three-by-five card and hung it above my desk, and went downstairs to see a guy who was getting his Ph.D. in pharmacology who had a slide rule. I asked him to show me how to use that stick, and about two weeks later I was zipping along with the best of them. I got an A in the course. That lesson stuck with me—one of the first cold hard lessons about what the business world is all about. Be prepared. Use the tools of the trade. Do what’s necessary to succeed, and Don’t Make Excuses.”



Sandy Mann, BBA '77

is manager of administration for San Diego's new mass transit system.

In San Diego, they're calling it "The Little Trolley That Could."

The new San Diego Trolley Inc. promised it could build a light rail transit system on budget and on time. It did both. Now it can brag of being the least expensive rail line to be built in the U.S. in the last forty years.

If there are heroes in this trolley story, they are the planners and the managers. People like Sandy Mann, BBA '77, manager of administration. "Hero" is not too strong a word for the managers because the most fascinating thing about this new mass transit system is not space-age technology (like San Francisco's once-vaunted BART, now considered a near disaster) but rather its management controls. Compare, for instance, these building costs-per-mile for two other systems:

\$7.5 million, San Diego Trolley (scheduled completion, 1982); \$22 million, San Francisco's BART (1972); \$80 million, Washington's METRO (scheduled completion, 1990).

Sandy joined San Diego Trolley in 1980 as manager of administration, just as the green lights were given to begin the start-up phase of the transit system. Her job covered a lot of ground—the staff was small and the job was big. The position includes daily accounting functions, procurement, annual budgets, long-range forecasts for equipment requirements and personnel resources, supervision of personnel hiring, development and implementation of operational policy, and liaison with state and local transit boards. Some of these job activities were trickier than they seem at first glance. Sandy says, "This was a first-time-round project—new people, new vehicles (they'd never been used in the country), no established sources of information or supply. Everything was a question of 'how do you do it?'" Procurement for instance, was a bear. She explains: "A trolley is made up of over 12,000 parts, and many other parts make up the signal system, traction power system, fare collection system, crossing gate system and

support vehicles. An *engineering* background would have been helpful, but on-the-job training came fast!”

Another tricky job was drawing up comparative analyses of operation needs with anticipated transit revenues and transportation subsidies when there was no experience to use as a base. Take revenues for instance. The one dollar fare tickets are vended in stations, but fare collection is a matter of scout's honor. There are no mechanical turnstiles (they slow down a boarding crowd and on-time speed is essential to keeping rider loyalty). And there are no fare-collecting conductors, only inspectors roving from trolley to trolley checking at random probably 50% of the passengers for proof of a ticket. Lower staffing costs are thus possible. Should revenue projections assume 100% honesty in San Diego riders? 90%? “In fact,” Sandy says, “the first month of revenue operations showed that the fare-evasion rate has been very low—an average of half of one percent! We took a lot of pains to get the system started off on the right track. We invited the public to ride the trolley free for three days—we called them “Try the Trolley Days”—but we made sure that every rider took a ticket from the vending machine and validated it, and the inspectors checked everyone's free, validated ticket.”

There have been other projects to educate the public about trolleys. Sandy asks, “Would you believe a driver who hit a trolley and said ‘I'm sorry, I didn't see it’? I don't. These trolleys are the length of a city block, bright red and they *honk*. The problem is that people try to run our crossing gates as they're closing, but the gates are faster than your average pick-up truck (the favorite gate busting vehicle). We have to convince everyone that we do file claims against them.”

Though money has been scarce and budgets limited, Sandy found some resources amazingly profuse: “We've had over 400 applications for 17 trolley operator positions—a cross-section of America—and some of them very persistent. Since I've started supervising personnel hiring, I've had an unlisted phone number.”

Tough management decisions may be looming on the horizon. Liaison with state and local transit boards and regional community leaders is likely to be more difficult if plans for extending the 16 mile system) presently from San Diego to the Mexican border at Tijuana) provoke infighting and competition from surrounding localities eager to share in the rapidly escalating land values and billion-dollar real estate developments already reaped by those communities alongside the first stage of the system. At the same time, this is the only transit system since the Urban Mass Transportation Act was passed in 1974 not to use federal UMTA funds. Development funds come from state and local sources, but because voters change their minds rapidly about large tax-funded projects, the money supply is unpredictable, and it's tough to predict who will win the next round of tax fights. Sandy's strategy for dealing with uncertain areas of her job is up-beat: “I have to be a positive decision-maker, facing situations and dealing with them day-by-day. I don't have the luxury of catching up next week.” “Some days,” she sighs, “I think, ‘What a great job!’ and other days I say, ‘You want me to do *what*?’ But it's given me an idea of what I can do. Before, working in a large corporation as one person in 8000, I was given no latitude. Now I'm a leader, not trying to work inside someone else's boundaries.” Sandy worked as financial supervisor for General Dynamics in San Diego, and before that as accounting and budget specialist in charge of financial control for promotion and advertising of fifteen Procter and Gamble product brands.

The start-up phase of the trolley project is done now (the line went into operation in July 1981) and the city is settling down from its trolley high—putting away the “Hello Trolley” buttons and throwing out posters of the first San Diego Trolley (a nineteenth century mule-drawn coach carrying a large banner on the side “San Diego Rapid Transit”). San Diego's mayor captured the essence of the city's feeling about the trolley: “It's an idea whose time has

come—again.” That sentiment is Sandy's own—with more than a year of experience on the transit system under her belt, she's joining a new venture in rapid transit—this time in Hawaii. She describes how it happened that she joined the Board of Directors of Sea Systems Inc. “Sea Systems started out as the MBA project of a friend. Its goal is to establish an interisland transportation service with high speed wave piercing craft, connecting the islands of Hawaii. The first phase will be an interisland contract cargo service that will offer shippers of perishable goods faster and more frequent service than the present barge system, and lower rates than air cargo services. My friend has been working in Washington, D.C., and I joined him and a third colleague to help in final financial strategizing and securing proposals from qualified marine designing/building firms. Two proposals are coming from local San Diego companies, so if one of them wins, I'll become the on-site project manager for vessel construction. That should be interesting. If this first stage of Sea Systems goes well, it will give us a base to expand into passenger service. The project has been exciting—a real flyer. By the time they start the boat and get it into the water, it'll be a year, and I'll be ready for chapter II in my career . . .”

David Merriman, MBA '36

is spending his time in retirement founding and running a museum on the island of Grenada.

When David Merriman, MBA '36, retired in 1970 from the controllership of the McCord Corporation in Detroit, he intended to spend his winters quietly enjoying the incredible weather and natural beauty of the Island of Grenada in the Caribbean. "Instead," he says, "my friends and I found so many pieces of Pre-Columbian pottery that our collections were embarrassing, they were so large. So we talked about needing a museum for these pieces. The government set up a committee to consider the idea, but the officials appointed to the committee lost interest and dropped out. We were left with the authority to start one, and in 1976, the Grenada National Museum of History became a reality.

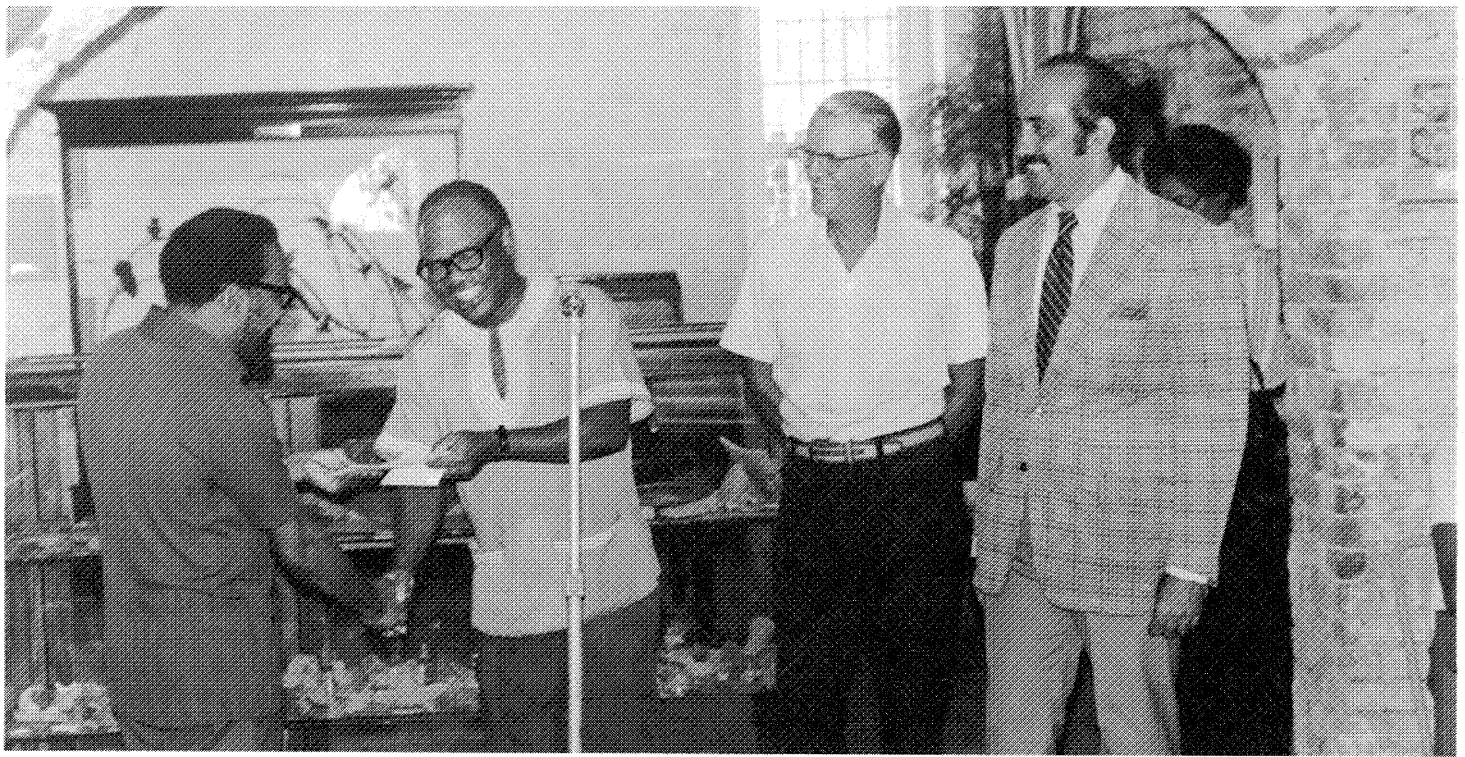
"At this point, says David, "we started to search and collect more intensely. Each of us began to develop a specialty, though none of us had ever tackled a project like this before. My only background was a life-long hobby of collecting antique pistols, and I've also clocked a lot of mileage in various museums." The initial group of founders were three North Americans: an ex-realtor from Dayton, Ohio, who scoured the countryside for anything that could be used in the exhibits; a woman who operated a local gift shop and knew the Caribbean and its mores so well that she could resolve problems with personnel or government bureaucrats; and David, who organized archaeological digs and was responsible for determining general policy for the project.

One of their first priorities was to find money somewhere. David admits, "The project boiled down to a small business enterprise. We got no money from the government, so we had to provide something to entertain tourists, who could afford to pay admission." He is proud that the museum has been in the black since the second month of operating—a pretty good showing for any cultural exercise anywhere. Financial help for special needs has come from other sources. For example, in the winter of 1979-80, the government of Grenada invited the Cuban government to build an international airport on the island. The site chosen meant the obliteration of one of the two most

important Amerindian archaeological sites on the island, an area known as the Salt Pond. David says, "I realized that I had about six months to get whatever artifacts and knowledge were to be obtained from this site before the bulldozers went to work, so I published a general call for aid." The Caribbean Conservation Association raised funds from a Canadian grant that allowed him to pay the expenses of several archaeologists from other islands. The archaeologists worked with him on an emergency excavation program at the Salt Pond site. They eventually satisfied themselves that they had done all that could be done before the actual runway-leveling operations permanently obliterated this source of knowledge.

Housing for the museum turned out to be particularly fortuitous. The government had offered to supply it, and in the basement of an abandoned hotel just taken over by the government, there were five rubble filled rooms with access to a side street. Explains David, "The location couldn't have been better. We found out that this basement area had been built about 1700 by the French as an army barracks. The government put in a concrete floor, ceilings, lights and cabinets, and we had five excellent, historical, stone-walled rooms." Later a row of cell blocks was found further back in the building. The founders had new iron bars added to the cells, placed a few dummies to represent prisoners, and presto, they had another exhibit for that period of history.

The museum founders have had almost total freedom in setting policy and improvising strategies for making the museum successful. For instance, there seems to be no such thing as government red tape. Government agencies recognize David as "the museum man" and willingly cooperate. ("As long as you don't ask for money," David warns.) On the other hand, they haven't had much help, either, and have had to handle virtually every detail of the project themselves. The thing that worries the volunteers most is their failure so far to find adult nationals who can be trained to step in when the volunteer group eventually retires



Pictured left to right at the Grenada National Museum are Dr. Devere Pitt, chairman of the museum committee; Dr. Friday, Minister of Education; David Merriman, and Paul Slinger, Minister of Tourism.

from the scene (though they have hopes in that regard for some of the present museum staff of five locals). All the same, they are expanding the museum's services; the Department of Education has been scheduling regular tours of school children through the museum and the volunteers, cheered by this development, are now planning to produce mobile exhibits in large display suitcases to take to the rural schools.

The collection itself deserves a few words since it is the founders' pride and joy. Starting with a good selection of pre-Columbian pottery and stone tools, they decided to cover the entire history of the island, using any item that could highlight one of the following periods: 1) the geological formation of the island, 2) the prehistoric cultures dating from about 1000 B.C. to the coming of Columbus at the end of the 1400's; 3) the Spanish Period (in which the island was a part of the "Spanish Main") to about 1650; and 4) the French and English colonial periods up to World War II.

Many items from the prehistoric period were left by people who descended from the same stock as the Incas, who did extensive gold working, but, David says, "There's been no gold—or even any other metal—in any of the West Indian digs." Nor

have there been discoveries of artifacts in tombs—the burial traditions in the area weren't that sophisticated; instead, those digging must be content with rummaging through the middens ("these are, in reality, village dumps," David explains).

Current museum efforts are particularly concerned with building up "African Heritage" exhibits. In the 1700s, the Europeans exterminated the Amerindian population and brought in Africans to work the newly developed sugar plantations. When operation of these facilities eventually became uneconomic, the Europeans (for the most part) returned home, leaving the lands in the hands of their former slaves. Grenada was abandoned a little earlier than the other islands because it was so rugged that only very small plantations could be carved out of the rugged volcanic terrain. There was, therefore, a longer time for the African Heritage to develop.

This aspect of the collection is becoming constantly more intriguing to David. Recently, when he was visiting London, he bought a number of African artifacts ("The families in Grenada won't give up old family articles," he explains). He's studying the pattern of Black History and trying to put together collections of

exhibits to illustrate that pattern. Funds for future work may be harder to come by if the numbers of tourists to the island and the number of cruise ships dwindle.

While David says, "My only excuse for getting into this museum was that I had plenty of time on my hands," he has, in the process, established informal working relationships with archaeologists at Harvard University and the University of Pennsylvania, and became a member of groups like the Archaeological Society of the West Indies. His plans for the future involve, as he says, "Spending half the year up to my armpits in real estate development (in Lime Lake, near Traverse City, his permanent home) and half the year in the tropics." Sadly, the future suitability of Grenada as a winter residence for northerners is somewhat in doubt. Grenada now has a Communist government as the result of a coup two years ago which overturned an unpopular dictator who came to power when Grenada ceased to be a British colony in 1974. What once was one of the most tranquil areas in the world is now becoming a pawn in East-West tensions that overshadow all of the other pleasant aspects of this traditional island paradise.

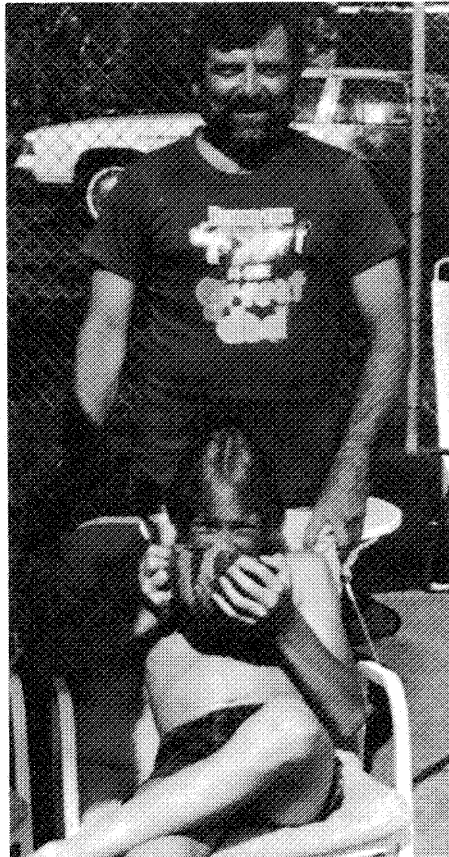
George Hopper, BBA '57, MBA '58

is a single parent and homemaker with one son still at home and three "out of the nest."

"I was surprised that it was as demanding as it was—all of a sudden you learn that homemaking is a big and important responsibility and there is very little chance for relief," says George Hopper, BBA '57, MBA '58, sales manager for Auto Truck Equipment Company in Roseville, Michigan. George became a single parent seven years ago, when his four sons were 15, 13, 11, and 6. Three of them are now "out of the nest," as George puts it, but 13 year old John is still at home.

"I think the most difficult part of holding down a job and being a homemaker at the same time is staying sensitive to everyone's needs, including your own," says George, who has obviously thought a lot about this topic. "You have to make a constant attempt to keep aware of what are the most important priorities, and you have to deal with them on a daily basis and be ready to revise things at a moment's notice."

For example, there was the time George went to wake up one of his sons for school and found he couldn't get the boy out of bed. Something was obviously very wrong, and George had an important meeting with a customer that day. What to do? It didn't take George long to decide to call his customer and tell him that a family crisis made it necessary to reschedule the appointment. "Crisis" is the right word. It turned out that the teenager had smoked some pot which, unknown to him, had been laced with PCP. He was having a violent reaction—a reaction so strong that for some time that morning he couldn't even walk. "If I had not worked out in my own mind the flexibility to stay with him in this



kind of crisis I might not have even known that this had actually happened to my child," recalls George with emotion in his voice. "As it was, I was able to alert the school right away and they were able to take corrective action for the protection of the other students. This was so important. And it illustrates that there are times when family must come ahead of the work situation."

Combining the needs of the family with the business is a tough problem—in fact one of the toughest George has had to deal with. "But," he explains, "I realized that my functioning at home was so important that I had to become more flexible at work. So I put my attention on restructuring the situation at work—for example, I worked out relationships with the people who report to me so that they are more self sufficient."

"Actually, my family situation has helped me become a better manager," muses George. "There are so many dimensions to raising a family that managers do not have to face. For example, in a family you cannot end a relationship by just saying 'You're

fired.' There are complexities in raising a family which have forced me as a single parent to become more sensitive. The ability to deal with the extremely tough and complex decisions that you are faced with in family situations helps you to become more sensitive and effective in work related situations."

You don't talk to George very long before you hear him emphasize the importance of listening, which he says is his strongest attribute, both at home and at work. But he wasn't always very good at it. "I first started to learn about listening at the Business School," he recalls, "in a course I'll never forget, taught by L. Clayton Hill. The course was in what they called 'non-objective interviewing.' It was mostly role playing—two people talking and others giving a critique of the exchange, and what happened to me was that I wasn't doing well! This crushed me because I always thought of myself as a good listener, but I got a C+ in that course—my lowest grade in all of graduate school. I have kept thinking about that course all these years, and I have finally become a creative listener. And not only did my parenting improve immensely, I also became an excellent salesman when I really learned to listen."

What was wrong with his listening before? Why the C+? George explains that he was reacting too fast. "In creative listening, what you are doing is creating a communication, and in order to do that you need to sit and listen and not react. You need to keep your feelings out of the communication as long as possible so that you can find out what the other person really feels. This does not come automatically. You need to give people the encouragement and the time to express their feelings. They can be so uptight that they can't possibly get it out right away. They may start talking and not tell you what's really on their mind until 20 minutes later. I think sitting and listening to what has happened to the children during the day is the most crucial thing a parent can do."

How about the day-to-day nitty gritty? The cleaning? The cooking? The shopping? The laundry? George

has several answers, and all of them evolved over time. For the first three years, he tried to do everything himself. "Coming home from work and having to start dinner was a real drag, and besides I am a lousy cook, but I realized finally that I could have somebody else do this work for me," explains George, quickly adding that he knows not all single parents would necessarily have the income to come up with this solution. But he says that for him, hiring help was a very important step. "It was much healthier for everyone when I realized I could not keep up with everything." He now has a person who comes in once a week to clean and do the laundry. Also, at some point George realized how important good supervision was for the kids, and so he assigned a larger portion of his income over to supervision, because that became a bigger priority. George now hires college students—either male or female—to be "supervisors" for the kids (he does not call them baby sitters and never has), to be at home from 3 to 6 p.m. (when George gets there) and to start dinner.

Another important step was scheduling. For example, George and John now have two nights a week definitely scheduled to be together from 6 o'clock on. They will go to the movies, handle the marketing, go shopping for clothes or other needs, or just have fun together on those two nights. But that's just a small part of the schedule. In fact, George has four calendars. Four? "Things are so busy you are forced to schedule, to think ahead," he says. One calendar is for home and school activities, one for business activities, one for the supervisors, and one for the baseball team George manages. How on earth does he keep the calendars straight and not get dates and times mixed up? "We haven't blown an appointment in years," he says, adding mysteriously, "You develop better systems as you go along."

Another important technique George has for coping is to make time for himself. "I go in my room and close the door," he says. "I read or get at something I should have been getting at. You know all those projects you've been meaning to tackle? Well,

go ahead and *do* it. Sometimes I just lie down and rest; sometimes I do some sewing." Sewing? we asked. "Not for fun," observes George. "I don't like to do it but it turns out OK and I take pride in it. You know, patches need to be put on jackets, torn shirts have to be repaired, scout badges have to be sewn on. That kind of thing. Usually 20 minutes to half an hour alone is enough to refresh me. The kids understand this. They need time alone too."

One technique that has helped pull George through the particularly tough times is to pause and reflect. "I draw on the knowledge that I made it through other difficult times in my life," he says with pride in his voice. For example, when he was getting his MBA, he was married with one child on the way, he was running the intramural field supervision (which meant that he had about 80 sports officials to keep track of), he was working as a waiter (and later, as assistant manager) at the Pretzel Bell, and that year, his grade average was better than it had ever been before. Later, at the same time as the divorce, he lost his job, and for five months he was working as an airport limousine driver at \$2.10 an hour with no benefits. And yet he has rebuilt his business career. Pausing and reflecting on these things helps him muster the potential to deal with whatever tough situation is currently at hand.

Another very important help to George has been family therapy, because he says you need the ability to back off and be flexible and therapy helps you do that. "Being a single parent means you have very little chance for relief," he observes, "and you can easily get overwhelmed. Once I feel out of control there are many things that I can't do in homemaking, parenting, and also at work. Therapy helps you to remain cool, reassuring, and objective. Therapy also has helped the children get the feeling of being worthwhile individuals. That's so important and sometimes it's not all that possible in the busy atmosphere we face as single parents. Kids face all kinds of feelings because of the divorce or death of a parent, and therapy helps deal with these feelings of fear or rejection or what-

ever. Therapy helps each child to begin to get the sense of being a worthwhile individual with positive personality characteristics that he can identify."

As George tells it, he got more creative in his parenting as he went along. For example, there was the problem of getting the kids to do their chores, and particularly the problem of getting them to keep their rooms clean. At first George didn't bother the kids about their rooms as long as the "public rooms" were kept in good shape. He'd let the rooms pile up "until the kids themselves couldn't stand it." Then he'd go in "like a buzz saw" and help to clean it up. But then he started to tie clean rooms to the allowance. "I'd say, 'Hey, if you want to be paid some kind of an allowance for doing things around the house, that includes your room.' Then I wouldn't pay them if things didn't get done. If they didn't make their bed I'd mark it on their calendar and they wouldn't get their allowance that day. I tied the chores to their allowance."

As George talks, you can see a business orientation in the way he runs a home . . . "I'd give them a raise in their allowance occasionally, but just like in business they'd need to take on extra responsibilities to get a raise—to take on another room, or do the lawnmowing. I also have an incentive program going to help them become savers. I've developed some type of matching program if they save a certain percentage. Also if they want a bicycle or a guitar, they have to pay for part of it. I figure they need to have some kind of investment in it in order to take care of it."

With all his experience, does George have any advice for parents, single or otherwise? "I would like to encourage people who are now, or who might be in similar family-business situations to have faith that they will develop the resources to make things work," he says softly, "I've had plenty of times when I didn't know how on earth I was going to handle some of the things I was faced with, but I've discovered that I have more mental and physical resources than I gave myself credit for."

Power Foundation Scholarships

send English and American students to each other's shores for 2 years of study.

Every year since 1968, The Power Foundation of Ann Arbor has awarded two exchange scholarships. One enables a graduate of Magdalene College (men) or New Hall (women) of Cambridge University, England, to study for two years at The University of Michigan and to travel in the U.S. during vacations. The other enables a graduate of The University of Michigan to study two years at Cambridge and to travel in the U.K. and on the Continent during vacations.

The Power Foundation recently published a booklet containing comments of the scholarship recipients about what the experience had meant to them, and what their current activities are. Since four of the scholars received their MBAs from the Business School, we wanted to share their comments as published in the Power Foundation Booklet.



Howard Flight BA Cambridge '69 MBA Michigan '71

I much enjoyed my two years in America and found at the time and subsequently my Master of Business of Administration course at Ann Arbor extremely useful and relevant. I was able to travel through most of

America and Mexico, the memories of which experience I continue to enjoy and find helpful. I made several good friends when I was in Ann Arbor with whom I have remained friendly, one of whom is my daughter's Godfather.

I returned to base my career in London as my long term ambitions have always been political. My two years plus at Rothschilds were valuable experience and gave me some interesting contacts in the City of London but I did not wish to spend all of my twenties in the relatively narrow function of U.K. Pension Fund Management. I therefore joined with a colleague I was working with at Rothschilds to establish a small Merchant bank for two major U.K. Corporations which successfully weathered the British economic banking crisis in 1973/74 and from which I gained exceedingly useful experience. While running this bank we established small subsidiaries in Singapore and Switzerland and were also closely involved in the corporate planning of two major Corporations. I left in 1977 after the financial crisis of 1974/1975 had settled down, but when the scope for a small Merchant bank in the City of London was clearly limited, while I and my family were still young enough to be able to gain some knowledge and experience of the East without it interfering with the children's education.

I worked for Wardley, the Merchant Banking subsidiary of the Hong Kong and Shanghai Bank for approximately two years, spending one year in Hong Kong and one year in India. In Hong Kong my function was within the Corporate Finance Department working on the management and syndication of Eurobond issues—largely denominated in Hong Kong Dollars. In India my function was to establish a Merchant Banking division with the HUSB Bank on the ground, Mercantile. The main business of this Merchant Banking division comprised evaluation and financing of joint venture projects in Asia involving an Indian partner, together with domestic share issues to attain the necessary 60% Indian control under Indian legislation. While in the East, I traveled throughout

China in early 1978, throughout India in early 1979, also visiting the Philippines, Thailand, Singapore and Malaysia. Again the latter travel I found both fascinating and subsequently of considerable benefit.

In Spring 1979 my family and I returned to London, partially as all of us had been extremely ill in India—where I nearly died of typhoid. More fundamentally the reasons were that I did not wish to be away from the U.K. for too long and that I detected the potential of a fundamental turnaround in prospects for the U.K. given the likelihood of a Conservative election victory. I believe the latter prospects will be more than fulfilled and that there has been a fundamental swing away from the vicious cycle of socialism towards the virtuous cycle of capitalism of which we'll see the fruits over the next decade.

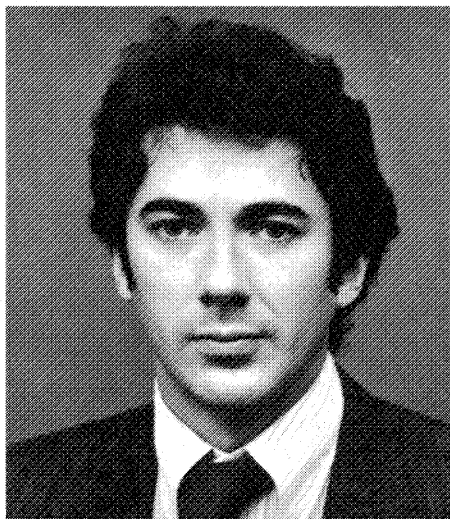
My work with Guinness Mahon involves travel throughout the world, particularly Asia and in due course North America, and regular visits to both Switzerland and France.

Outside my career my interests have concentrated on politics as mentioned, fruit farming, classical music and the collection of late 18th century and early 19th century Royal Worcester China. I also sit on the Board of a Company engaged in the manufacture and hire of scaffolding and formwork together with other metal fabricating activities. This proves a useful insight into grass roots industry. My wife and I also manage her family's fruit farm consisting of approximately 800 acres of apples, pears, cherries, damsons and other fruits and vegetables.

In 1976 I purchased a house standing on the river in Putney close to the start of the boat race. In 1979 together with a friend I purchased and renovated a farmhouse in the Languedoc in France and my wife and I have the use of the house attached to the apple farm to be used on weekends.

With the development of the Pacific region over the coming decade it seems likely that the focus of American politics will shift more from West to East while Great Britain as a member of the Common Market will be increasingly required to con-

duct its policy through that body. I therefore regard institutions such as the Power Scholarship as of crucial importance in keeping alive at a personal level Anglo-American relations and friendships and I remain grateful for the opportunity to have spent two thoroughly enjoyable years in America.



Richard Parry
BA Cambridge '72
MBA Michigan '74

Two years at the U of M Business School can, like Smirnoff, do some remarkable things to a person's perception of the world. The path from the Power Scholarship led in turn from Lexington, Kentucky to the Black Country of the Midlands, to the greener surroundings of Stratford-upon-Avon, to Paris and finally to my present resting place in Washington, D.C. Washington is the home of the World Bank, the organization that I now work for. For the last decade or so, the World Bank has been run by one of the most renowned proponents of the business school approach to the world—Robert McNamara. Having taken statistics and financial control to the Pentagon in a way not witnessed before or since,

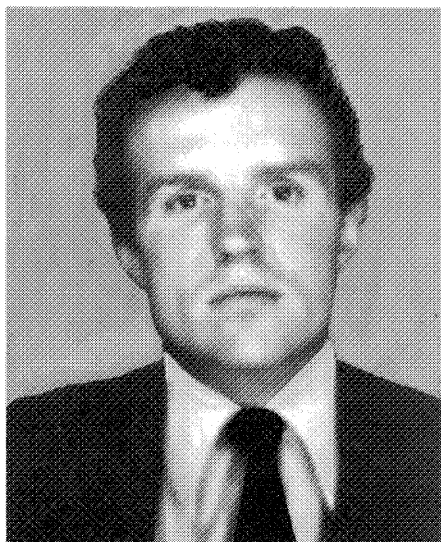
he brought the same methods to the Bank.

The end result of this is that now, six years after leaving Michigan's School of Business Administration, I find myself a part of an organization whose purpose is to promote development in Third World countries, and yet is run on the same principles that are found at the heart of any large successful enterprise. I am now responsible for the promotion of private business investment in the less-developed countries of the Middle East. This in fact is a wide brief—but essentially, we are involved in providing financial backing for ventures that will bring economic and social benefit to the countries concerned. This so far has meant investing in anything from fish farms to fertilizer factories. We have very few constraints on the types of projects that we fund—this in itself provides a great deal of interest to the job.

Prior to this I had been working for an American multinational company in Paris. During my last semester at the Business School I met a man whose powers of persuasion were considerable, and as a result I started working for Rockwell International as a financial man. It was with this company that I followed a path from the horse country of Kentucky to the Black Country of the Midlands, and finally to Paris. While the last stopping point was perhaps the most socially pleasing, one of my tasks included closing down a medium-sized factory producing what had become obsolete automotive components. It was an experience I would not care to repeat. As in England, there is in France a tradition of loyalty towards one firm during a working man's life, and this company was no exception in having many people who had worked there for over twenty years. Many people did, however, find new jobs, and I took great delight in selling the building to a manufacturer of chewing gum.

After the experience of closing down a company, I was in the mood for something constructive, and so stayed in Paris as a corporate representative promoting new business, and looking after some small companies that were in the early stages of

formation. The same mood led me to work for the World Bank, and maybe from Washington will take me to work in one of the Bank's overseas operations.



Stephen Willis
BA Cambridge '76
MBA Michigan '78

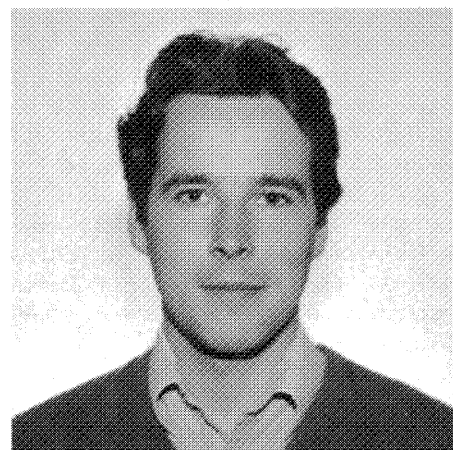
As the Manager of Citibank N.A., since 1978, I am the Corporate Banking Officer responsible for all Citibank's existing and potential business with some 30 major companies in the U.K. electronics sector. My experience at Michigan has facilitated rapid promotion within the bank as well as adding an extra dimension to my enjoyment of business and social life.

I remain single, enjoying a busy life based upon a conveniently situated apartment, shared with two others, just off Hyde Park in central London. With the exception of music and language lessons in an attempt to regenerate my capabilities in saxophone and French, and also a limited involvement in local politics, most of my formal activities are sportive: I am a member of rugby, tennis, squash, and golf clubs.

I expect my present employment to continue for another 18 months after which I envisage a period working overseas, possibly with Citibank but

there are many alternatives. Later I would expect to return to the U.K., and would hope ultimately to settle down to a career in the financial management side of industry.

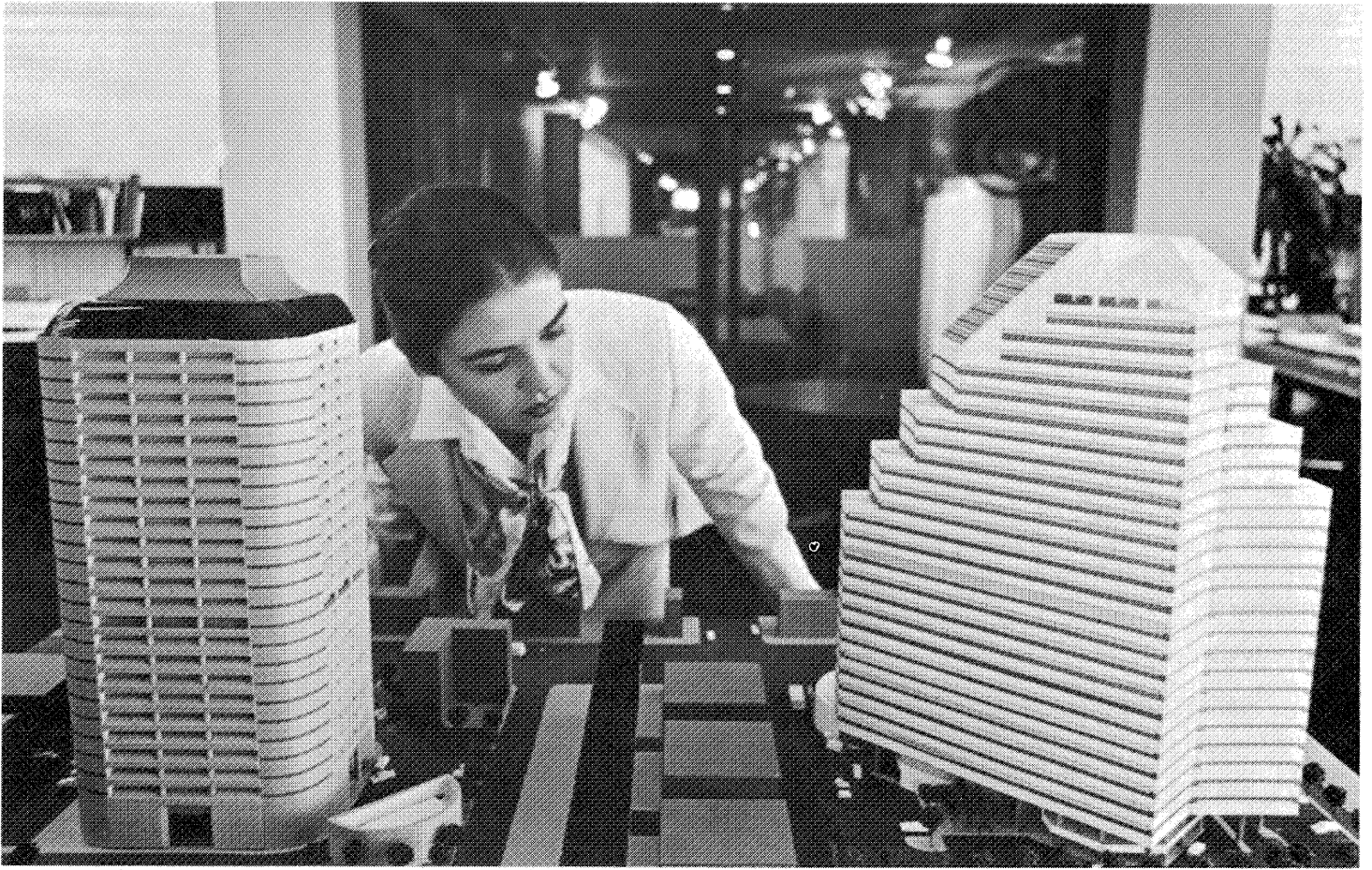
A great pleasure over the past two years has been the visits to London of various friends acquired when at Michigan but now scattered all over the United States and the world. I hope that other Power Scholars will be included in the ranks of future visitors, and I would be delighted to share my experiences with anyone contemplating being a future scholar. I had two very happy and fruitful years as a Power Scholar, two years which have revealed and will continue to reveal enormous benefits, mostly personal but including also, I hope, a contribution to international understanding which is so badly needed in today's world.



Nick Draper
BA Cambridge '79
MBA Michigan '81

In my final year at Cambridge I was accepted into the English Civil Service as an Administrative Trainee in the Department of Industry. The Commissioners subsequently granted me a deferment for two years to enable me to take up my place in the Business School. On my return to England after graduation I intend to resume my appointment. I would expect the Department to make provision for my entry at a higher level than is customary, in recognition of my training here in the U.S., but the value of that education would, I hope, express itself in my future rate of progress within the Department rather than in preferential treatment on entry.

The range of analytic skills conveyed in the MBA programme will be of direct relevance to the responsibilities I expect to have in the Service. It is my strong impression that the Civil Service—the Treasury excepted—is not characterized by the sophistication of its methods and thought-processes. It remains my ambition to deploy within the public sector the instruments of policy determination developed in private business and taught in U.S. business schools.



Nancy Zak, MBA '79 coordinates multi-million dollar construction projects.

I don't really have any typical working days," says Nancy Zak, MBA '79, project manager for Intergroup Development, Inc. in Houston. "My day could range from sitting at my desk crunching numbers for a feasibility analysis, to flying to a meeting to negotiate a contract, to stomping around Houston investigating potential project sites, to monitoring a design effort in Kuala Lumpur. I like that; there is no predictability. I am constantly confronted with new experiences."

Nancy, who holds a bachelor's and master's degree in architecture from

the U-M as well as her MBA, went to work for the CRS Group, Inc. after graduation. She started in construction management, beginning with scheduling, and working up through project coordination into project management. When a new subsidiary, called Intergroup Development was formed early this year, Nancy joined this new firm as project manager, responsible for the completion of whatever project she is assigned. "This involves front-end coordination," explains Nancy, "as well as site studies, feasibility analysis, and a lot of financial analysis, but it is also a people responsibility; to coordinate the designers, leasing agents, consultants and contractors, and to orchestrate the project to a successful conclusion. The large scale of the projects we are involved in is also a real challenge. Projects I handle are all in the multi-million dollar range."

Intergroup Development, Inc. offers development management services, but for a professional fee instead of ownership in the project.

The services can vary from total project involvement to assistance in specific areas such as site selection and financing. For example, Nancy recently managed the production of a funding package for a 400,000 square foot office and hotel complex in Baton Rouge, Louisiana. In addition to leading the design, estimating, and scheduling efforts, her responsibilities included preparation of proforma income statements, development and project budgets, and financial modeling of funding alternatives.

Nancy says she decided to go for master's degrees in both architecture and business when she completed her bachelor's degree in architecture. "I have always loved architecture and the whole effort involved in construction," she reflects, "but I felt there was a gap in the understanding and appreciation of architects for what makes projects economically feasible. This has resulted in many projects never getting off the board. I consider finance to be at the core of this necessary understanding, and so that

is what I concentrated in when getting my MBA."

The most difficult part of Nancy's job is keeping up with the level of knowledge required to be effective in this rapidly changing field. "With the financial community in its current state, there are no norms to go by," she observes. "Each set of circumstances is unique. This requires a lot of mental flexibility and a lot of time to keep abreast of change."

Nancy's job has landed her in some unusual situations. For example, there was the hike she went on in Borneo. "We were investigating a potential hotel site outside the coastal village of Bintalu," she recalls. "It was quite a rough ride and all of a sudden our jeep got stuck in the mud out in the middle of nowhere. We decided to go ahead and walk to the site which was about a mile down a very hilly and muddy dirt path. This would have been a nice walk, except that I was in heels and a white suit instead of bluejeans and cowboy boots." Or there was the time when she was leaving Hong Kong and going through the standard airport security search. As Nancy tells it, "In going through my briefcase, the security guard found my keychain which also happened to be a small canister of mace. She read it carefully, held it up and began to shout, 'tear gas,' 'tear gas.' All of a sudden I was surrounded by gorilla-looking guards with machine guns, berets, canteens and heavy black boots. They hustled me off to a back room and detained me for nearly an hour. I ultimately had to sign a form saying I released my arms to the Hong Kong police. Fortunately, I didn't miss my flight, but I did lose my keychain."

Nancy says she finds the MBA and the master's in architecture to be a very useful combination. "The MBA is an extremely practical degree which the master's in architecture complements in its sensitivity toward the arts," she observes. "Taking both degree courses at the same time made me evaluate the inner philosophies of both and find the validity in each. But the bottom line is that real estate development is where I want to be. I can't think of a better degree combination for this type of work."



Donald Bowman, Ph.D. '72

**works at two trolley
museums in his spare time.**

When Donald Bowman, Ph.D., '72, was a child, he used to love watching the trolleys being "put to bed" in trolley-barns near his house in Cincinnati, and he grew up wanting to drive a trolley. Now he has realized that ambition and then some—he is associated with two trolley museums as a guide, motorman, and conductor; he trains new volunteers for the museums; and he also works on the restoration of old trolley cars. This is all in his spare

time; he is also a professor of management at the State University of New York at Freedonia and an executive trustee of the U.S. Association of Evening Students.

Don is obviously fascinated by the history of trolleys. "There were some 5000 trolley cars in New York City, and over 5000 miles of electrified interurban rails in Indiana and Ohio alone," he says, but now the prospects for restoration are not encouraging. "Old trolleys used to be in abundant supply; you could pick one up for a couple of hundred bucks. Now they are scarce. Finding spare parts for a machine built, for instance, in 1908 is a problem." When the trolley lines went out of business, Dave explains, the old cars were turned over on their sides and burned. Even those that were saved when people bought them for the scrap-metal price have suffered a lot of neglect and damage. Though working on a trolley that had been used as a chicken coop was probably one of the more memorable restoration projects, Don shakes his head in amazement remembering many others as well: "They had been used for years as farm tool sheds, beach houses, and artist studios. We found one that was badly charred inside from a pottery kiln; another crusted with layers of old oil paints." The cheerful aspect of this business of restoring old trolleys is the spirit shown by teams of volunteers who work together on every aspect of restoration: scraping and repainting interiors and exteriors (trying to match original colors and designs in the process), replacing windows and roofs, or rewiring all the electrical systems.

Don also works in three other capacities in the museums: as a guide, as a motorman on the trolley rides that are available to museum visitors, and as a teacher who trains new volunteers to be guides or operators. The motorman training is like the actual training given years ago to employees, though in one way it's much harder—since each car in the collection may come from a different city or period, each may be operated somewhat differently. That means there is more to remember. Both museums that Don works with have extensive collections: Branford

Electric Railway Association near Yale University in East Haven, Connecticut, has over one hundred trolley cars, and Trolleyville USA in Olmsted Falls, Ohio (near Cleveland), has thirty.

We asked Don what his favorite piece of equipment was and he answered with very little hesitation, "A very tiny, four-wheeled open car from Vera Cruz, Mexico that never had windows and so it lets the breeze blow through. But I love all the open cars and so do visitors to the museums." Another favorite, one that always gets a response when people see old photos of it in use, is the open trolley on the New Haven/Yale Bowl run that could carry 200 people directly from the railroad station to the football games. He describes it: "Seventy sitting, sixty standing on each running board, and ten perched on top (probably inebriated and risking electrocution)."

While Don's time is pretty evenly divided among these activities at the museums, he says his greatest joy comes from being a guide, especially from contacts with older people who reminisce as they ride the three or four miles of trolley tracks or browse through the museum and relive scenes of their youth. He remembers one special encounter that touched him very much: "I like to wear a uniform and carry a ticket-punch when I give various community groups a presentation of slides that I've taken at a dozen different trolley museums," he says. "After one of these presentations, an old lady gave me a hat that her husband had worn when he was a motorman on one of the interurban lines in Ohio. It was a special momento for this widow and I objected that, really, she should keep it, not give it away. But she insisted that she wanted the hat to be where others could see it and appreciate what it stood for. That gesture moved me. The hat represented a part of her husband's life."

It's surprising that Don has time for all the work he does on trolleys, given that the museums are so distant from one another. It's more surprising when he mentions that he is also restoring an old stage-coach-days inn in the Berkshire Mountains of

Massachusetts. Up to this fall, he was living in Ohio and teaching at Baldwin Wallace College—that's about 500 miles from the inn. He laughs, "I'd have to drive a thousand miles to cut the grass." The move to Freedonia brings him closer to the inn now. It was last run as an on-going business in the late 1840's, when the new railways put the stage coaches out of business. It was built by a sea captain in 1767 and was passed down in his family from one generation to the next. Don bought it in 1973 and was the first owner outside of the family chain since 1767. The inn still has its original configuration (e.g., public rooms with large fireplaces, coach drivers' rooms, etc.) and Don plans to use it eventually as a residence and guest quarters for friends who like to ski.

Bob Gilhooley, BBA '66, MBA '67

is a partner in Speakers of Sport, Inc., which negotiates the contracts of professional athletes.



Speakers of Sport, Inc., which specializes in negotiating the contracts of professional athletes, began as a hobby and has now grown to a full scale business. It is the brain-child of Bob Gilhooley, BBA '66, MBA '67, Jim Bronner, BA '64, and the Chicago Northwestern train on which they both were commuters. Both are avid sports enthusiasts who follow the financial aspects of sports as well. As Bob puts it, "We became very concerned about the number of reported abuses taking place between professional athletes and their agent/representatives, such as excessive fees, poor contract advice, poor investments, and a lack of tax planning."

Bob and Jim wanted to provide an alternative, but had no real contact with the athletes, so they established Speakers of Sport as a bureau to book appearances and speaking engagements for players, hoping by this to become acquainted with some players. This proved to be a dismal failure, but the business still got launched. Here's how it happened.

Steve Stone, then a pitcher for the Chicago Cubs, is a distant cousin of Bob's. He sent Rick Reuschel, another Cub pitcher, to Bob for investment advice, since Rick's next contract was

going to be very lucrative. Jim and Bob asked if he had negotiated the contract yet, and Rick replied no. They then asked if they could represent him in those contract negotiations. As Bob remembers, "Rick had a previous representative who had left him disappointed, and by the time we finished that two hour conversation, we had our first client. We successfully negotiated Rick's contract with no hassles, and he sent us another client, a relief pitcher named Bruce Sutter of the St. Louis Cardinals (who is now baseball's premier relief pitcher). The rest of the story is simple. Our business has grown entirely through referrals. We represent over 20 baseball players now. The fact that we take an extremely low profile approach to taking on new clients, as well as in negotiating, has I believe, increased our credibility with both the players and club management."

Bob is an old hand at baseball. He played for the U of M while in school, and right after receiving his BBA, was unexpectedly selected by the Detroit Tigers in the free agent draft in the spring of 1966. He returned to school in the fall to finish work on his MBA, and then played baseball professionally for five seasons, the last two in AAA ball for both Detroit and Oakland. During the off seasons he worked in the financial community at Paine Webber in Chicago. In 1970, injuries forced his retirement from baseball, but Bob continued to work full time at Paine Webber as head of the private placement real estate division in Chicago. A good deal of his time there was spent coordinating the real estate tax shelter division, with the balance of his responsibility split between managing tax-exempt retirement funds and individual accounts.

In 1972, Bob left Paine Webber to become a consultant with A. G. Beckers Institutional Funds Evaluation Division. The division provided money management firms an evaluation of their investment performance results on an absolute and relative basis. The service was useful in helping these money management firms market their services.

"During my four years at Becker,"

says Bob, "it became more apparent each day that marketing was as much an ingredient of a firm's success as investment results. This realization led to my leaving Becker to launch Syrus Associates with two other individuals. Our firm specializes in providing marketing consulting services to investment management organizations. For about two years we were the only firm in the business, which caused us great concern. We thought we had a very successful business but I guess others thought it wouldn't be worth entering. Finally competition has sprung up which pleases us no end. At least there are other firms discussing the need for this type of service."

Syrus Associates is now in its sixth year, and has worked for over 75 money firms in the United States and Canada, focusing entirely on their marketing problems.

Speakers of Sport continues to be an avocation for Bob and his partner. "We have been forced to be extremely creative in working out solutions to contracts," reports Bob, adding that they have had to submit to arbitration hearings three times. "We have been fortunate," he says, "to have won all three of these hearings. One of them stands as the largest arbitration award in major league history."

As Bob tells it, some contracts are consummated quickly; others take what seems like forever. "Our longest took place in Cleveland," he recalls. "Following several weeks of continued conversations, a final meeting was set up in their offices. We were at an impasse. Every hour the general manager would get up and look out the window. After the third time, I got up and looked with him. It was then I realized he was looking out the window at an adjacent office to see if the club's owner had returned yet so that he might be able to offer a compromise. Eight hours later we finally had a contract. On the other hand, the shortest contract negotiation was in California. We flew out to San Diego, met Buzzi Bavasi at 9 a.m. in the hotel, agreed on a contract at 9:10, and were on the 10 a.m. flight back to Chicago. It's too bad they aren't all that simple."



Bob Klagsted, BBA '49

after fifteen years has finished the plane he was building in his basement.

"The truth is, I'm scared to death of it." Robert Klagsted, BBA '49, shakes his head and laughs about the plane he built at home to fly dare-devil maneuvers in. "I started working in my basement and garage with plans for a Pitts SC 1, an open cockpit plane, ideal for beginning aerobatics. I had gotten excited about the project when I saw aerobatic contests at a convention held by the Experimental Aircraft Association nearby in Oshkosh." (Bob lives in Mequon, Wisconsin, where he is the Treasurer of Empire Generator Corporation.) These air meets are exciting; they can draw up to a thousand planes for a big event. Crowds camp near the air field for the week or so that the competition tests the pilots' ability to fly a perfect loop, roll, or hammerhead stall. The goal is to fly a long series of complicated

maneuvers *perfectly*. Air buffs put it this way: "A loop is supposed to be absolutely round, not shaped like an egg or potato or the letter 'e'." It's enough to bring out the Snoopy in anyone. But Bob was impressed with more than just the white-scarf-rippling-in-the-wind aspect. "I liked the exhibits of home-built airplanes. I thought, why not try one?"

The Pitts SC 1 is not a kit plane. Following construction plans, Bob bought steel tubing and steel plate and welded the structural work. He wired the plane. He covered it with razorback, a fiberglass process, building up a surface by spraying and sanding successive layers. "Temperature and humidity have to be exactly right for fiberglass," Bob observes. "You can't do it in the winter because you have to keep a door open to vent fumes. Much of the summer is too humid; the cold blast from the spray gun pulls moisture out of the air . . . the job seems to go on forever." He bought surplus instruments, and tested each one, rejecting those pieces that weren't worth their bargain prices. "That was frustrating," he says. There were fifteen years of on-again, off-again work before the plane was ready to be hauled to the airport,

assembled, inspected by the FAA, and flown for the first time. So, how did it fly? Bob says, "Its basic performance is very good—it's the perfect craft for spins, stalls, and loops, all the beginning aerobatic maneuvers, but every *landing* in the thing is an adventure." Bob describes the idiosyncracies of a Pitts this way: "As the plane touches down, it can pivot on one wheel so that you can get a yawing effect, a ground loop, and you can't stop it with the controls. Then the wing tip touches down, spins the plane back and you're down. I've scratched up a few wing tips—always the right wing, it's the torque of the engine." But he doesn't consider that a major set-back; he says, simply, "You put on more fabric and start fiberglassing and sanding again."

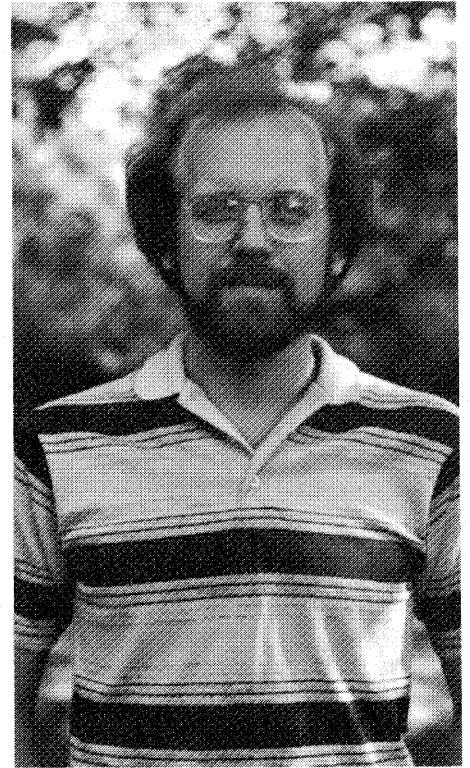
Bob recounts the one accident he had. "This plane is a tail-dragger, you try to land with the tail wheel down first. As I was coming in, about five to ten feet off the ground, the grip came off the stick, right in my hand, the nose dived forward, and I hit the ground and bounced. In the bounce, I grabbed the stick again and made a good landing. It's terrifying to lose control at 90 miles an hour that close to the ground, *and* I had to replace a bent prop later." Was he afraid? He says, "Yes, afraid for the *plane*. I've hurt it more than it's hurt me."

What about aerobatics? Bob says he's hanging up the white scarf. He explains, "I wanted to build the plane and test-fly it myself and I've done that. You know, it takes a fair amount of guts to fly it that first time. Now, I've decided to walk away from it and forget it. I was ready to set aside all the practice time needed for the precision you see in the tough maneuvers, but I've quit now and I'm looking for a buyer for the plane."

The enthusiasm for aerobatics that carried him through the long years of building the plane is intact—he's still a member of the International Aerobatic Club, he still flies (he's flown for a long time, flew bombing missions out of England in World War II), but there's something about this plane. He says, "I'd name a plane only when I knew its personality well. But I've never named this plane—I never *liked* it enough."

James (Beau) Keyte, MBA '76

makes corporate logos in stained glass as a sideline hobby/business.



"It's great to be recognized as a craftsman without being a typical 'starving artist,' says James ("Beau") Keyte, MBA '76, who now makes corporate logos in stained glass as a sideline hobby/business. "Also, I'm amused that my MBA training could bring a hobby to such a potentially profitable level. The most difficult aspect of this is finding enough spare time to do it, when I spend many long hours at my regular job with Sun Transport—a job I enjoy very much. I'm also trying to weigh the present and future benefits of corporate life against my sense of entrepreneurship and respect for a craft."

Beau had been an admirer of crafts for many years, but just started his work in stained glass three years ago, when he started to make lamps and sell them through small craft shows and word-of-mouth advertising. "I was pleased to sell my work," he reflects, "but my effective hourly pay was only 25% above minimum wage. This problem was primarily due to my competition: department stores selling poorly made, mass produced lamps for half my price. I expected my profits to improve as I increased my sales. But they only improved as

a function of making a lamp *quicker*. The market was not ready to pay a higher price for a better made lamp which still looked the same as my competition's." Also, Beau observes that the symmetrical design of the lamps dictated that he do the same thing over and over, and as his craftsmanship improved, this repetition began to bore him, as well as preventing him from being able to improve his skills further.

Stained glass windows seemed to be the answer. They were a natural extension of lamps and gave him a chance to increase his skills significantly, but they posed a new problem—namely, they took more time to make and thus cost more, and Beau was finding that his former customers could not afford his work.

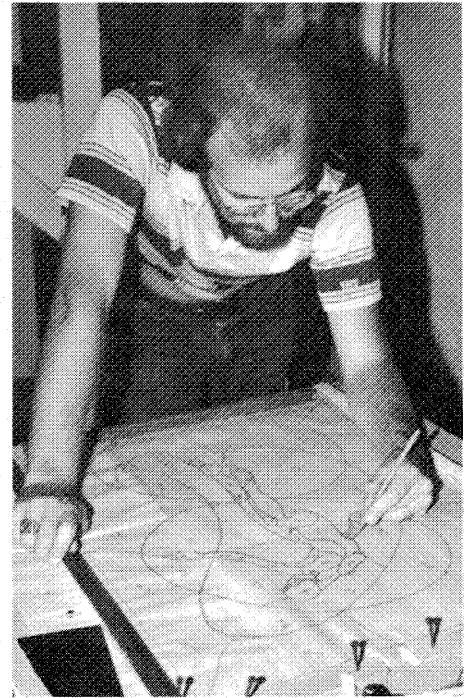
While all this was going on, Beau was also working many hours a day as a material control specialist at Sun Transport, Inc., where he coordinates two systems projects for increased control in materials management. One project tracks material (once ship requisitions are ashore) through the normal purchasing process to the warehouse. It features a computer-printed purchase order system—only the second such system in all of the Sun subsidiaries. The second system he is coordinating is a project partially funded by the Maritime Administration which features control of material (specifically spare parts) as it is received on board, inventoried, and later used. On board micro-processors and satellite communications systems enhance the timeliness of information.

After getting his MBA, Beau worked in marketing and later in systems development at Sun Shipbuilding, which gave him a chance to combine his MBA training with his undergraduate degree in naval architecture. He then moved on to Sun Transport, Inc., a subsidiary of Sun Co. which owns and operates tankers, product carriers, and chemical carriers for the parent company as well as competing oil companies.

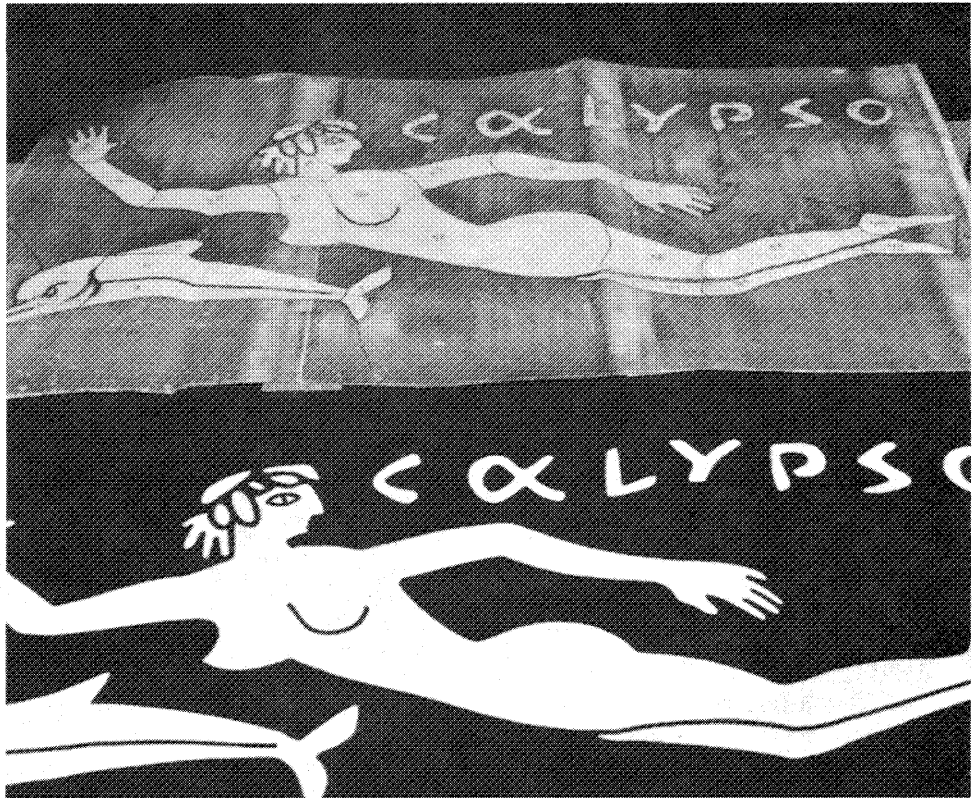
The idea to make corporate logos in stained glass came to Beau one day while he was working on just such a logo as a present for his father, who was observing his 25th anniversary

with Dresser Industries. "I suddenly realized," he says, "that logos might give me a unique market niche. They can not be mass produced, would give my work a unique identity, would provide a strong market for years, and would provide a much higher profit margin as a result of an unsaturated market."

Beau starts with an existing logo and redesigns it to a stained glass pattern showing a breakdown of each glass piece. Then he selects the best quality glass and spends a long time studying the best way to allocate glass from a large sheet to specific pieces. He says it is possible to improve the aesthetics of a piece of work substantially by careful analysis of the glass. He is currently working on a logo for the Cousteau Society, and feels very strongly that a little market development could tap a large backlog of business. He charges between \$275 and \$500 for a logo, and also considers "donations" of logos to non-profit organizations.



Beau translates the Cousteau Society logo into a pattern suitable for stained glass.



Among Ourselves

An informal collection of items, including news of the faculty, of alumni, and of the school, and assorted other information, opinion or comment that we think will interest you.

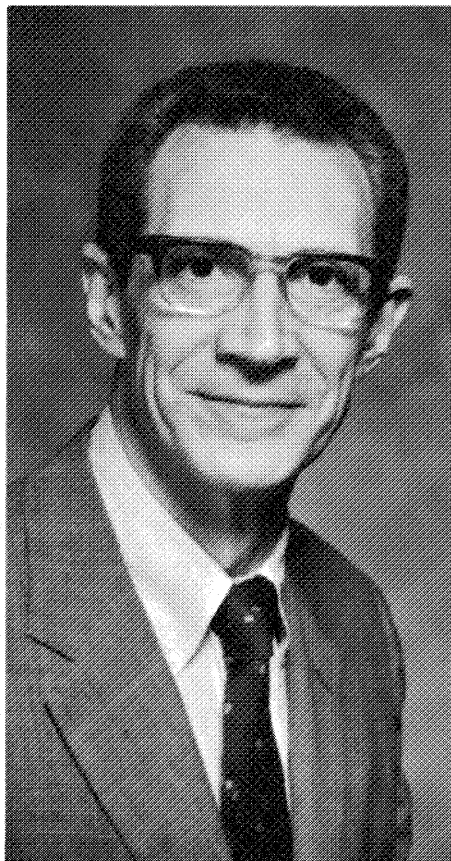
Prof. Spivey Takes Office as U-M Associate VP for Planning and Analysis

Prof. W. Allen Spivey, C. E. Griffin Distinguished Professor of Business Administration and professor of statistics, has been appointed associate vice president for academic affairs/ planning and analysis, effective September 1.

"His primary responsibility will be to assist in the identification of important issues, problems and opportunities that the University will face over the longer run, and the development of appropriate strategies for dealing with such matters in ways that will preserve the quality and reputation of the University as a leading scholarly institution," according to B. E. Frye, U-M vice president for academic affairs.

Dr. Spivey's current research activities deal with the series analysis and forecasting models and the application and use of forecasting models in corporate planning and decision-making. He has published extensively and has acted as consultant and proposal referee for the Ford Foundation and for the National Science Foundation. His time will be divided between research and teaching at the Business School, and his work as associate vice president.

Professor Spivey received his doctorate from the University of North Carolina in 1956 and was a National Science Foundation postdoctoral fellow there in statistics in 1956 and at Stanford University in 1957. He was appointed assistant professor at the U-M in 1957, and was promoted



Prof. W. Allen Spivey

to associate professor in 1959 and to professor in 1962. In 1978, he was named to the Griffin professorship.

Professor Spivey was awarded the U-M's distinguished faculty achievement award in 1971. He was a visiting professor at the London School of Economics in 1964-65 and a Fulbright professor at Kyoto and Doshisha universities in Japan in 1966.

Business School Fund Surpasses Its Goal By a Substantial Margin

A series of mailings and a very successful phone calling campaign by a group of New York alumni in early May pushed annual gifts to the Business School Fund past the \$180,000 mark, according to Dohn L. Kalmbach, BBA '60, MBA '62, national chairman of the Fund. The final figure of \$180,080.10 equalled 120 percent of the 1980/81 campaign goal of \$150,000.

Kalmbach also reported that the number of alumni contributing rose 42.3 percent over last year from 1,263 to 1,798. Total alumni gifts increased 50.1 percent from \$77,974.46 to \$117,086.50 over the same period. He commented that despite those most encouraging trends, alumni giving to the Michigan Business School lags far behind alumni support at the Chicago, Harvard and Stanford Business Schools. A detailed report on how our alumni compare to alumni at these institutions in the critical area of annual giving will be included in the fall Fund mailing.

Kalmbach also announced a \$240,000 goal for the 1981/82 Business School Fund campaign. Despite the substantial increase over last year's goal, he expressed confidence that alumni would respond in increasing numbers to meet this critical goal.

IBM Gives \$150,000 Grant to Business School

A \$150,000 grant, payable over three years' time, has been given to the Business School for visiting professorships and faculty released time to expand the depth and scope of computer and information systems programs at the Business School, and to allow for interdisciplinary efforts between the computer and information systems faculty and other functional groups.

The grant is expected to result in increased research efforts, more use of computer and information systems topics in Business School courses, development of programmed learning materials, and the creation of new courses joining information systems techniques and conventional business fields such as marketing and accounting.

Visiting faculty members are also expected to contribute to development of the program.

Alan G. Merten, professor of computer and information systems, explained that computer technology has already had a significant impact on the academic program of the school.

"The faculty of our Computer and Information Systems (CIS) Group and the staff of our computing activities department support an active teaching and research program and assist other components of the school in a variety of computer-related activities," he said.

"The CIS group now plans to undertake a long-term project devoted to the integration of computer and information systems topics and concepts into all phases of the business school's curriculum and research."

Prof. Merten noted that "over the last ten years we have developed a number of courses in the information systems area of the business school, including required courses in the BBA and MBA programs. The purpose of the IBM grant is to allow us to infiltrate other functional areas of business with computer and information systems concepts.

"For example, we would hope to support faculty members in the

development of modules for both introductory and advanced courses in areas such as finance and policy and control. We would do this in two ways—use funds to 'buy off' or free faculty time for work on course development, and to bring in visitors who have expertise in both a functional area of business and in computer and information systems. Some of our courses will be changed and we will have joint research projects by information systems people and others. Since we have already developed a good set of courses for students interested in computer and information systems areas, we now want to make sure that other courses recognize and take advantage of the computer as much as possible, and that all of our faculty benefit from the expertise we have developed."

In its proposal to IBM, the Business School specified the following tangible results to be expected from the development program:

1. "Significant joint research efforts between Computer and Information Systems faculty and other business school faculty. These research efforts should result in contributions to the business community and to professional publications.

2. "Computer and information systems modules for many of the BBA and MBA required courses in the traditional functional areas of business. The material for the course module would include lecture materials (notes, transparencies, video tapes, etc.) and computer-related assignments.

3. "Programmed learning materials which assist students and faculty in making full use of the capabilities of local and remote computer facilities.

4. "One or more new courses in the interface between information systems and a functional area (e.g., marketing information systems, accounting information systems). These courses would be jointly developed and taught.

5. "Course modules and/or new courses in the advanced management education program."

Here's a Book on When It Pays and (Doesn't Pay) to Buy Something

Consumers often hear the following: It pays to buy a new car when repair costs on the old car exceed depreciation costs; buying a house beats renting if mortgage payments are no larger than the rent; buy life insurance when you are younger because rates are much lower; it pays to stock up when something is on sale.

Two University of Michigan economists in a new book explain why "each of these statements may sound plausible, and yet each is either misleading or simply incorrect. Each ignores some elementary economic principles." (The result is faulty cost comparisons.)

James N. Morgan and Greg J. Duncan of the U-M Institute for Social Research explain those principles in "The Economics of Personal Choice" (270 pages, \$14.95), published by the U-M Press.

"The principles are neither difficult nor numerous," the authors point out, "and once they are learned, they can provide the basis for informed consumer decisions in a wide variety of situations."

Virtually all of one's choices have some economic implications—costs, or benefits, or both, Morgan and Duncan explain. "This book should make it easier to see how getting and organizing information will pay off in terms of better decisions . . . (and) show what economics has to say about how choices can be made."

The authors also provide detailed references for the reader who wishes more detailed information on any of the areas covered. They suggest projects "to learn more" for students who will be using the work as a textbook.

DOR Publishes Book on the Economics of Energy

American concern with the economics of energy and transportation has generated many new issues which touch upon public utility regulatory policy. A variety of viewpoints on these issues is offered in "Applications of Economic Principles in Public Utility Industries," a new book (165 pages, \$8) published by the Business School's Division of Research.

Edited by Werner Sichel, professor of economics at Western Michigan University, and Thomas G. Gies, U-M professor of finance, the book is a collection of papers originally presented at a U-M conference on public utility economics. Subjects range from technical engineering questions about energy sources and pollution control, to social questions about equity in the sharing of costs, to political questions about the relationship of the state to the production process.

The editors preface their book with the observation that "many government policies, manifested in laws, regulations, and customs, which were appropriate in the first two centuries of our history, are no longer suitable. Today, more than ever, there is a need for debate and fresh thinking."

Authors and their subjects include: Kenneth D. Boyer, professor of economics at Michigan State University, on "Testing the Applicability of the Natural Monopoly Concept"; Harry M. Trebing, director of the MSU Institute of Public Utilities, "Equity, Efficiency, and the Viability of Public Utility Regulation"; Jackalyn Pfannenstiel, senior economist for the California Public Utilities Commission, "Implementing Marginal Cost Pricing in the Electric Utility Industry"; Robert J. Latham, director of utility finance, Iowa State Commerce Commission, "Implementing Pricing Reforms in the Presence of Underutilized Capital Assets"; George L. Donkin, vice president of J. W. Wilson & Associates in Washington, D.C., "Competition and the Rate-making Process: The Case of the Trans-Alaska Oil Pipeline"; Theodore E. Keeler, Brookings Institution on leave from the

University of California, Berkeley, and Michael Abrahams of Iowa State University, "Market Structure, Pricing, and Service Quality in the Airline Industry under Deregulation"; and Sallyanne Payton, U-M Law School, "The Duty of a Public Utility to Serve in the Presence of New Competition."

Visiting Committee Member Dies at 62

William L. Edwards, Jr., chairman of the board and chief executive officer of Interco Incorporated of St. Louis Missouri, died June 21 at the age of 62. He was a member of the Business School's Visiting Committee.

Edwards joined Interco in 1969 as financial vice president, and progressed rapidly through senior management and board of director responsibilities until his election in 1976 to the posts of chairman and chief executive officer. In 1978 he was named Outstanding CEO by Financial World Magazine, and in 1979 he was chosen Distinguished Executive of the Year by the Sales and Marketing Executives of Metropolitan St. Louis.

Edwards was active as a member and officer in many civic and philanthropic organizations in St. Louis.

Orientation Picnic Held for New MBA Students

An orientation picnic was held for new MBA students on September 8 at Burns Park. Second year MBA students planned an organized informal welcome for the new students, and passed along first-hand knowledge and insights about classes and life at the Business School.

The party, which was endorsed by the Dean's office, the Admissions Office, and the Alumni Office, gave students a chance to get to know each other better, and helped to set the stage for more interaction between first and second year students throughout the year.

'27 DONALD B. DOUBLEDAY, MBA '27, retired in 1970 as president and general manager of Doubleday Brothers and Company in Kalamazoo, MI. He is enjoying retirement and keeps as busy as he wants to. In the summer he spends some time with the service corps of retired executives (S.C.O.R.E.) in the Kalamazoo area. In the winter he also works with the S.C.O.R.E. chapter in Southwest Florida. His major exercise is to swim one half mile at least five days a week. He enjoys baking wheat germ batter bread and tries to keep off excess weight. He enjoys meeting U-M Business School graduates.

'28 GEORGE D. QUELETTE, MBA '28, retired in 1969. He spends one half of the year in Florida and the other half in Michigan. He is looking forward to the 55th class reunion in 1983.

'29 GERALD F. DEWHIRST, MBA '29, exercised his early retirement option in 1963 and has enjoyed retirement in Arizona since that date. He is active in the Tucson U-M Alumni Club and has had the pleasure of visits from a number of Michigan alumni and business school personnel (also retired) including Profs. Waterman and Phelps.

'30 KENNETH G. STUART, MBA '30, says he is in good health and enjoying retirement. He hopes to visit the Business School sometime when driving to Chicago to visit his son and his family.

THOMAS C. WINTER, MBA '30, has been fortunate to enjoy two careers: in the first fourteen years after graduation he worked with Keeler Brass Company of Grand Rapids in finance and accounting and was also comptroller and corporate officer. The next thirty years he spent as an entrepreneur as a life insurance agent in Seattle. He has four sons; each earned the Eagle Scout rank and now three grandsons have earned the same rank. He writes that one son is a graduate of the U.S. Military Academy, West Point; one is an entrepreneur in computer supplies; one has a corporate career in systems, and one is an obstetrician.

DON R. DAVIS, MBA '30, is retired and now owns his own delivery and pick-up service at a flower shop in Des Plaines, Ill.

RAYMOND F. SMITH, MBA '30, retired in 1968 from the Bemis Company, Inc., Minneapolis, Minnesota where he was assistant to the manager of product

Class Notes



Pictured at their 50th reunion held at the Business School last spring are members of the class of 1931 and their wives. From left to right, they are Fred Dobson, Fred Holtz, Ed Goodman, Dort Pettes, Pete Cornwall, and Ed Mapes. Unfortunately, we are unable to identify each of the spouses by name—all are pictured except for Mrs. Cornwall.

development. He presently works part-time in marketing and market research as a consultant.

31 ROBERT D. PETTIS, MBA '31, writes that since retiring from the Walter L. Couse & Co., a Detroit based general contractor where he was secretary treasurer for 37 years, he has travelled extensively with his wife, indulged in gardening, and continues in the "pursuit of happiness."

RALPH H. HOUGHTON, MBA '31, has travelled extensively in Europe and Canada visiting many friends in England, Norway, Denmark and Holland. Both he

and his wife do a great deal of picture taking. He has worked two years with Judge Leenouts in the Volunteers in Probation, an organization to enlist volunteers in probation work in the Royal Oak area. He has also worked with the Boy Scouts as a district chairman and in many other scout leadership capacities in the Detroit area. This year he will complete 61 years in scouting. He has one son, Ralph Houghton, Jr. who received his law degree from the U-M in 1965, is married and has two children, Matthew and Karen; and a daughter, Barbara, who is a graduate of Adrian College, and also is married and has one

son, Mark. He and his wife enjoy good health and are quite active in their church in Royal Oak.

33 ROBERT R. MILLER, MBA '33, has been retired since 1975. He is active in golfing and local shrine activities, AARP and bridge. He hopes to make the 50th year class reunion in 1983.

EARL T. HUCKLE, MBA '33, retired in 1972 as editor, publisher and corporate president of the Cadillac Evening News in Cadillac, Mich. Since that time he has been keeping busy on various community organization jobs, writing historical articles concerning the Cadillac area and joining his wife in overseas travel.

KAMIL N. TOONI, MBA '33, retired in 1970 from United Nations Service as director in the Office of General Services. He lives in Larchmont, N.Y.

CARL H. SCHWARTZ, JR., MBA '33, completed his Ph.D. at Columbia University in finance after graduating with that major in 1933 from U-M. He served 44 years in the federal government, of which thirty were in the Bureau of Budget (now Office of Management). Following retirement he served as a consultant to two congressional committees, including giving assistance in establishing the Congressional Budget system. At present he is serving part-time as a parish administrator of the 207 year old Christ Church in Alexandria, Va. He writes that this was George Washington's church as well as that of Robert E. Lee. He says "I think it is most appropriate to end up one's career in this manner."

34 ROBERT M. WORK, JR., MBA '34, has been mayor of the village of Kirkwood, Ill. for the past four years, and says that though the population only numbers 900, the problems are similar to a large entity. He says it is "quite a challenge to match regulatory specifications with resources."

ELLWYN M. BAILS, MBA '34, lives in Mequon, Wisc. and is secretary of the local Milwaukee Chapter #28 of SCORE, affiliated with the Small Business Administration. He has also been a member of VITA (Volunteer Income Tax Assistance), a joint program sponsored by the IRS and AARP providing senior citizens with help in preparing federal and state income taxes. He has also been an IRS instructor to prepare VITA volunteers for income tax counseling. He and his wife had a very interesting and exciting "English Adventure" trip. With five other retired couples from the Milwaukee area, they leased two

narrowboats on the English canals, boating from Chester to Llangollen, Wales and returning via Nantwich, Middlewich and Ellesmere Port for a period of two weeks. They then spent a week driving through the Lake District. He says they did "their own thing" on the boats, including piloting, meal preparation, lock operations, etc. "We felt proud that we were the only American group we saw on the canals, and we were the only 'senior citizens' group engaging in a trip that required so much physical activity. We enjoyed it so thoroughly that we are planning a similar trip in France next year."

ERNEST F. FRANK, MBA '34, completed the CPA exam in November 1968, passed, and was granted certificate of CPA, California, in 1969, 35 years after his graduation from U-M. He also had a California Public Accountant License issued in 1947 by virtue of his MBA degree and experience as chief of costs (1941-45) at Bethlehem Steel Company, Shipbuilding Division, San Pedro Yard, Terminal Island, California. He is now a senior accountant at Balser, Horowitz, Frank & Wakeling firm in Long Beach, Calif.

'35 DONALD L. POWERS, MBA '35, retired in 1976 from the position of chief accountant for the state of Michigan in the Department of Management and Budget. He held various accounting positions in the state government for 35 years, the last 10 in the position from which he retired. He previously held accounting positions in federal government and General Motors, Chevrolet Division for six years. He now lives on Lake Charlevoix near Boyne City, Michigan. He and his wife now enjoy sailing, tennis, snow skiing, travel, entertaining eight grandchildren, and maintaining their home and two acres of land.

'36 WILLIAM T. FOGG, MBA '36, retired in January 1974 from Western Electric Company, Inc., Montgomery, Illinois, where he was a consultant in computer information systems development. Since retiring he has been working for Guardsmark, Inc. Security and is now stationed at Armco Steel in Torrance, California with the rank of lieutenant. He is in charge of the graveyard shift guards.

CLARENCE W. MARKHAM, MBA '36, has retired from the Provident Mutual Life Insurance Company's Ann Arbor branch, where he had served as an agent since 1948. He now lives in Stanwood, Michigan.

GARRETT C. VAN DE RIET, MBA '36, retired in 1976 as vice president of finance of Detrex Chemical Industries, Inc. in Detroit. He moved to Grand Rapids and became the volunteer administrator of the Christian Reformed Church Minister's Pension Plan.

'38 ABRAHAM L. SCHLESINGER, JR., MBA '38, writes that he has "reached Medicare, but do not intend to retire." He is in the insurance business in New Orleans.

'39 HARRY A. BRATTIN, MBA '39, is doing photography pictorials as a retirement hobby. He taught communications in Michigan Public Schools, but finished as an accountant doing an "open to buy" for a group of department stores in central Michigan.

RICHARD F. SIDDER, MBA '39, is presently regional chairman of the AICPA Joint Trial Board Division for the states of Michigan, Ohio, Indiana and West Virginia and is a member of the executive committee of the Joint Trial Board.

ER-YING LOU, MBA '39, is professor of accounting and head of the department of accountancy at the Shanghai Institute of Finance and Economics in the People's Republic of China. He is currently serving as Chinese supervisor of the Sino-foreign Joint Venture Accounting Training Program, sponsored on the Chinese side by the Chinese Accounting Society and the Chinese Society of Public Finance, and on the American side by Coopers & Lybrand, whose team of instructors is being headed by Roderick K. Macleod, C & L senior partner. Lou is also a member of the council and vice secretary general of both the Chinese Accounting Society and the Shanghai Accounting Society, and a member of the council of the Society of Economics of Shanghai and a member of the academic committee of the Shanghai Institute of Finance and Economics.

CHESTER P. SHELLY, MBA '39, retired in 1978 from Ernst & Whinney, where he had been in charge of the Syracuse office from 1958-68 and of the Louisville office from 1968 until he retired. He now lives in Bloomfield Hills, Mich. He has served on the advisory committee of the School of Business Administration of Syracuse University, on the Small Business Development Commission of the State of New York, and as chairman of the Business Resources Center in Louisville, Ky. He also was on the task force of the Kentucky Governor's Conference on the Economy, and served on the board of directors and executive

committee of the Louisville Orchestra, the Louisville Fund for the Arts, and the Macauley Theatre.

'40 ROBERT C. GOOLD, MBA '40, retired in June, 1980 after 40 years at Goodman Equipment Corporation, a builder of mining machinery.

ROGER E. HINDERER, MBA '40, says that after many years of employment in retail stores, he moved from Tucson, Arizona to Little Rock, Arkansas in 1976. He writes, "I am now that person that the government regards with such solitudude as the 'Small Business Man'." He is operating his own fabric and sewing center and, in spite of all the taxes and funny regulations, is making a profit and having fun doing it. He adds, "to my mind, this is much more fun than retirement."

'41 THOMAS R. CARRINGTON, MBA '41, has been chief executive director of the Berkshire County Savings Bank for over 15 years. Assets of the bank and division are in excess of \$200 million. It is located in Pittsfield, Mass.

WILFRED A. SHALE, MBA '41, retired from AT&T headquarters staff after 37 years experience in the Bell System field and staff operations in several operating companies and is now doing some part-time consulting work in telecommunications. Otherwise he is busy with home, travel overseas, golf, community and church activities.

STEPHEN J. LONG, MBA '41, retired in September, 1980 as director of business education, Henry Ford Community College, Dearborn, Michigan, after thirty years of service.

'43 RICHARD R. JOHNSTON, JR., BBA '43, is president and chairman of William Whitaker & Son, Inc., an electroplating company. The company does all kinds of custom polishing and plating for both industrial and individual customers. They do special chrome plating on antique show cars, boats, and motorcycles as well as gold and silver and brass plating. He writes that he bought the company after 27 years in the banking business.

'45 ARUNCHANDRA CHHATRAPATI, MBA '45, is secretary general for The Vanaspati Manufacturers' Association of India. (Vanaspati is vegetable shortening.) He writes that he is deeply involved in the social responsibility of the industry to promote improvement in oilseed production so that his country can achieve self sufficiency and match the growth in demand for edible oils and vanaspati. He is a member

Chung Ki Chow, BA '21 has had a long career in the Peoples Republic of China

"Being an outspoken critic on the policies of the ruling governments of different periods, Chow has had a brush with death twice during his career as civil servant and educator in China. Once he was jailed for six months and condemned to death by a warlord in Shantung in 1925. Another time he was run over by a car driven by the secret agents of the Nanking government, intending to smash the rioters of an anti-government demonstration in which he and his students took part in 1947. He lost an eye in that incident."

The above information was sent to us by Mrs. T. H. Wu, who got to know Mr. Chow when her husband (a professor at Ohio State) was lecturing in Mainland China in the summer of 1980. She also sent us a summary of Chow's career, written by him on the occasion of his 60th anniversary of graduating from The University of

Michigan. He is now 88 years old.

Chow writes that he studied engineering at the University of Michigan, but switched into business at the urging of Professor Henry C. Adams, who was a friend of his uncle in Peking. While studying, Chow worked in the home of Professor Riggs as a house helper and in President Burton's home as a cook. On returning to China in 1921, he worked for the railroad, becoming director general in 1925. In 1927, he served as department head of the Ministry of Communication of the Peking government. In 1931 he became director general of the Shan-Tung Railroad and in 1936, director general of the Canton-Han Railroad. In 1945 he became a professor at Shantung University, and from 1949 to 1980 was head of the Higher Education Department in the Ministry of Education of the People's Republic of China in Peking. He is now semi-retired.

MYRON SOLIN, MBA '47, is president of Benchmark Films, Inc., which makes educational films for distribution to schools, colleges and public libraries. In 1979-80 he was ranked 6th nationally in the U.S. Squash Racquets Association's 55's age group and in the 50's age group he was ranked 11th nationally. He lives in Briarcliff Manor, N.Y.

PAUL R. MASSIE, BBA '47, is general manager of B. F. Goodrich Company Tire Center in Dearborn. He is now on medical leave, but with improved health says he will once again become a "fighting wolverine."

FRED L. MEYER, BBA '47, recently moved to a retirement home in Georgia after becoming permanently disabled with arterial sclerosis.

RODNEY C. HATHAWAY, MBA '47, is now a fleet leasing and rental plan manager with Ford Motor Company in Detroit. He has been with Ford for 31 years in all phases of finance, consumer finance and marketing. He writes that he was one of the major figures in the formation of Ford Motor Credit Company, and that during his career he has headed pricing, profit analysis, long range profit planning, analysis of Ford's need for a consumer finance subsidiary, and fleet, leasing and rental planning.

ROBERT W. SCHELLENBERG, MBA '47, is now a consultant to the accounting firm of Kregel, Raterink, Kingma & Co. He was formerly a partner in the firm of Schellenberg, Kregel & Kittle, CPAs, which was the predecessor to the firm of Kregel, Raterink, Kingma & Co. He and his wife live in Grand Rapids and have five children and two grandchildren. Their sons, Thomas and Robert, Jr., are CPA attorneys in the tax department of Touche, Ross & Co. Daughter Nancy is a teacher in Great Neck, New York; daughter Carol is a recent graduate of Cooley Law School, and daughter Ruth is a social service worker with Pine Rest Association. Bob has been active in public affairs, having served as president of Rotary Club, as president of the Godfrey-Lee School Board, and as a member of the City of Wyoming Board of Review. He has served as a delegate to the Republican State Convention, and is a former member of the Board of Trustees of Hope College.

of Indian Oilseed Development Council, Indian Council of Agricultural Research and other government institutions in charge of promoting oilseed production. He has also undertaken active promotion of specific problem-oriented research in oilseed crop improvement. Under his charge the association has become the largest non-official agency concerned with oilseed research and development.

'46 REV. ROWLAND L. WESTERVELT, BBA '46, writes, "I am sorry to have disappointed the Business School in not becoming a budding business executive. Instead, I landed in the Lord's business, and must say that my training in business administration has come in handy in the ministry. At least our books are in balance! I am now completing my tenth year at Londonderry, N.H., after having spent almost 22 years in Presbyterian churches (two parishes) in Illinois and Indiana. I was ordained in June 1949, after completing three years of seminary at the New York Theological Seminary in New York City. I met my wife while at

the seminary . . . she holds a degree in Home Economics from Purdue and a master's in religious education from the seminary."

'47 BILLIE H. WALKER, BBA '47, has retired after almost 36 years of service with the Department of HUD, Office of Inspector General where he was director of audit operations.

JACK VANOSDOL, BBA '47, is vice president of the American Security Bank in Honolulu. He is also a captain in the United States Naval Reserve and the author of two books.

EMILY C. CHANG, MBA '47, is professor of accounting at California State University. She was invited by the Department of Education, People's Republic of China, to lecture on topics in accounting. Over 90 university faculty members and industrial practitioners attended the lecture series, held at the Nanking University, Nanking, People's Republic of China, during the fall of 1979.



Frieder gives instructions to Mike McGee, 6'5" forward.

Bill Frieder, BBA '64, MBA '65

is head basketball coach for The University of Michigan.

Last year, Bill Frieder, BBA '64, MBA '65, got the job he wanted for a long time—head basketball coach for The University of Michigan. He explained how a Michigan BBA/MBA turns up as a Michigan basketball coach. He came to Michigan from Saginaw (a basketball-crazy city) during the time of that great star, Cazzie Russell. "While I was in the Business School," he admits, "I spent a lot of free time watching the basketball games and watching the side line activity. The glamor and excitement convinced me that coaching was what I wanted."

After his MBA, he went to Alpena to coach a Class A junior varsity team and to teach business courses. Next, he moved to Flint, where in the first three years as coach, the school took two Class A state championships. When Michigan's head coach, Johnny Orr, came to Flint to recruit players, he met Bill, and shortly after invited him to come to Michigan as an assistant coach. Now, several years later, at Orr's departure, Bill has been named head coach.

Bill grins when describing his early

commitment to basketball coaching. "About a year after graduating," he says, "I received from the Business School a newsletter listing the profession of the latest grads: 'Twenty graduates in banking,' it said, 'average salary \$22,000.' The list continued in that vein until the bottom line which said, 'Other, \$5400.' That was my starting salary as a teacher! But I never had misgivings about my decision." One year, during a prolonged strike by high school teachers when there was no possibility of working with his team, he took a year's break and sold mutual bonds. He was successful, and easily made more money that year than he could have hoped to make teaching and coaching in high school, but it was too late for him to change—basketball was in his blood.

Bill's MBA training has been helpful. He says it helped teach him to be competitive, and more than that, administrative functions like budgets and staff supervision and development have been easy for him. His difficult decisions are recruiting decisions. Bill says, "You can tell about a player's game skills by watching him, but we are especially interested in attitudes—how hard a man will work, how he will fit into the team, how serious he is about his playing." Bill grants that UM players may not be the most talented in physical skills, but they are highly selected for overall qualities. For instance, Michigan has one of the best records in terms of scholastic achievement. "The last six seniors graduated on time, and this year's seniors are all on track," says Bill proudly, adding that the team's record of graduating team members within four years is better than the record of the general student body at UM!" Bill would be strongly in favor of establishing some ratio between scholarships and graduating success in NCAA teams. "That would be a great advantage to this school—but I don't expect it to happen because other schools don't have our balance between sports and studies."

The coach's office in the Athletic Building on South State Street is at the end of a corridor that is lined with trophy-filled display cases, floor-to-ceiling exhibits of cups, mementos,

photos and plaques. The office itself is large, south-facing, with sunlight shining in on the blue carpeting and blue and maize armchairs, and on the walls nearly life-sized photos of players in full jumping action. The office is orderly and comfortable, but it is not serene. There is a lot of coming and going. Bill's assistant coach, Tom Kempf, says, "Frieder is the most organized of all the Big Ten coaches and it shows in every aspect of his performance." Mike McGee, 6'5" forward agrees. "When we go into practice, we know exactly what he wants; we don't waste time."

We asked Bill what impact he has on his players' lives. "A lot," he says. "We're with them more hours than anyone else. We counsel them, train them, help maintain their academic discipline and see that they hit the books. Because these players are serious students, the seniors start to feel pressure early in the season. They're looking ahead to finding jobs or selecting graduate schools. As a matter of fact, one of our players just got his LSAT scores." With obvious pride, Bill reaches into his desk and shows a high score result for the Law School Admissions Test.

Of the twelve men on the 1980-81 team, three were enrolled in LS&A majoring in business, and one was enrolled in the Business School. One presumes that, though they're learning about competition in the Business School, they'll get some special lessons from Frieder . . .

'48 PAUL C. STAAKE, JR., MBA '48, is vice president of student affairs at Babson College in Massachusetts. He has been at Babson for the past 32 years.

EDWARD R. O'HARA, MBA '48, is manager of manufacturing for Beech Aircraft Corporation in Wichita, Kansas. He also received his requalification instrument pilot rating in 1979. His wife is senior editor of the *Wichitan Magazine*. They have seven children: Kathleen, an attorney in Salt Lake City; Maureen, an artist in Salt Lake City; Edward, a songwriter in Los Angeles; Michael, an attorney in the Nebraska Unicameral; James, an attorney in Omaha; Patrick, a 2nd year law student at the University of Utah, and Colleen, a senior at Southeast High School in Wichita.

GEORGE M. CURTIS, BBA '48, is a school superintendent for West Branch Rose City Schools in West Branch, Michigan. He is completing his 32nd year in public education administration since becoming a school superintendent at the age of 26.

MERTON E. BURKHOLDER, BBA '48, was elected executive vice president-Midwestern Territory for Sears Roebuck and Company in 1979. He was formerly general manager of the Los Angeles area group of Sears stores.

MAURICE F. GARTNER, JR., MBA '48, took early retirement in 1980 after almost 32 years of service with International Harvester in Illinois.

DANIEL L. GOTTHILF, BBA '48, is senior vice president of finance for Savin Corporation in Valhalla, New York. He is also publisher of Prentice-Hall's best business seller, *Treasurer's and Controller's Desk Book*, and the soon-to-be-published, *Finance Analysis for Decision Making*.

IRA DUDLEY ORVIS, MBA '48, writes that after nine years as president of the Valve and Instrument Division of Dresser Industries, he was promoted in 1979 to his current position as president of Power Systems Group. This Group consists of three operating divisions: Waukesha Engine Division, manufacturer of medium-speed diesel and gas engines; Pacific Pumps Division, manufacturer of high performance centrifugal pumps for the electric power, refining and petrochemical industries; and Environmental Products Division, producer of air cleaning equipment, primarily electrostatic precipitators for flue gas application. He now lives in Houston, Texas.

JOSEPH D. MILLER, MBA '48, is the owner of Enzeo Traders in Katonah, New York. He writes that he is proud to be "the father of a son at the U of M Business School, representing the third generation of our family at the U of M." His son, David Miller, has graduated from the Naval Academy, spent five years in the Navy's nuclear power program, and is now in Ann Arbor representing Enzeo Traders in the Middle West.

HAROLD F. PUFF, MBA '48, is professor of management at the School of Business Administration of Miami University in Oxford, Ohio. He holds the DBA from Indiana University. His research interests are in purchasing and materials management; business organization and management; creativity; organization development; work design and work measurement, and personnel assessment.

ROBERT W. DAVIS, MBA '48, is a partner in Coopers & Lybrand's Tokyo office. He anticipates being in Japan for the next five years.

CHARLES F. SCHELLENBERG, BBA '48, founded his own business, Schellenberg Accounting, Inc., in 1966. He is married, has four children and is active in the Kiwanis in Grand Rapids, Michigan.

FRANKLIN I. POWERS, MBA '48, has been in the stock brokerage business since 1966. He is a partner in Butler Wick and Company of Youngstown, Ohio.

'49 ROBERT S. KELLAS, BBA '49, became involved in the recreation vehicle business in 1963, selling and managing for two concerns. In 1969 he formed Unlimited Travel Corporation D.B.A. Vacationland with three thousand dollars. The business was selling and servicing travel trailers and motor homes and was located in California's San Fernando Valley. By 1977 the company was selling over \$2,250,000 yearly. In March, 1979 Bob sold the company and retired from active business. After two years of traveling, fishing, swimming, etc., he writes that he is now looking for a new career. He also told us that he lost his wife, Suzanne LaDriere Kellas (UM BLS 1947) on May 14, 1980 after 34 years of marriage.

CLELAND K. NELSON, BBA '48, MBA '49, is controller of the Kwikset Division of the Emhart Corporation in Anaheim, California. He is a bridge life master, and also likes to play tournament tennis.

KARYL V. LYNN, JR., BBA '48, MBA '49, is director of personnel administration of Colt Industries Inc. He writes that he is a frequent conference and seminar leader in the field of executive compensation, and is chairman of the board of the Association for International Practical Training, Inc. He lives in Hillsdale, New Jersey.

WILLIAM C. NORWALK, BBA '49, is the NASA assistant inspector general for auditing in the western U.S. He is responsible for evaluating activities carried out by NASA to promote economy and efficiency in the administration of NASA programs and in the prevention of fraud and abuse. Bill, his wife Elaine, and three sons live in Fremont, Calif.

MALCOLM W. JONES, BBA '49, spent 10 years in purchasing with Weyerhaeuser Company and 5 as a purchasing agent with U.S. Plywood. He then became an inventory analyst with U.S. Steel Supply in San Francisco, a job he held for nine years. He is now the manager of Al Mart Cards and Gifts in Sun City, Arizona, a family business, a job he has been doing for the past seven years.

GLENN B. CARLSON, MBA '49, has retired after a thirty year business career as staff accountant with Ernst & Whinney in Chicago and as a corporate officer, secretary, treasurer and director of C. A. Roberts Co. in Franklin Park, Ill. (now a subsidiary of Fluor Corp.). He and his wife have purchased a vacation home on Sleeping Bear Bay in Leelanau County near Glen Arbor, Mich. and Glenn writes that since retirement they are spending more and more time in Michigan.

WILLIAM S. STODDARD, JR., BBA '48, MBA '49, is librarian for the Graduate School of Business Administration at Michigan State, and completed his 25th year with MSU in 1980. He has four children: Bill, Jr., a research engineer for Bell Labs; Nancy, a forester with the U.S. Forest Service; Susan, who is in personnel and credit in Knapps Dept. Store and Ted, an organ student in college. Bill writes that he is much involved with the Boy Scouts of America and holds the Silver Beaver award. For the past 10 or 11 years his main scouting job has been serving as a scoutmaster to a group of mentally retarded boys.

WILLIAM A. KLEIN, III, BBA '49, is president of the real estate/insurance company of William A. Klein, Inc. in New Rochelle, N.Y. He writes that he is "fighting a losing battle with government

regulations, largely in the real estate area, and with rent control, building departments, etc."

CHARLES R. PLUMB, MBA '49, has been promoted from manager of public relations to Director of advertising and sales promotion in the automotive operations division of Rockwell International in Troy, Mich.

WILLIAM J. WING, MBA '49, is planning on semi-retirement to Hutchinson Island, Florida. He is president of PM Medical Consultants, Inc. in Winter Park, Florida.

GERALD COHN, BBA '49, is president and chief executive of Patroon Agency, Inc. in Albany, New York. He and his wife, Sandra, have three children: Michael, who is aboard the nuclear sub USS Tinosa; Jeffrey, a graduate of SUNY who is planning on getting his MBA; and daughter, Vicki, who entered the SUNY dental school at Buffalo in 1980.

'50 RICHARD L. BIRD, BBA '50, is regional manager of the Credit Corporation of International Harvester Company in Beaverton, Oregon. His present position includes the responsibility for finance in Alaska, Idaho, Oregon, Montana and Washington.

ROBERT P. BARNSDALE, MBA '50, is manager of the accounting department of the electrical, electronic and climate control division of Ford Motor Company in Ypsilanti. He has spent thirty years with Ford Motor in finance activity. He and his wife have five children.

E. RICHARD HURST, JR., BBA '50, is group manager of sales with Proctor & Gamble in Cincinnati. He writes, "Like many others, I take considerable pride in the Business School's and University's continuing high academic ranking."

ROGER W. ROEMISCH, BBA '50, is personnel director for TRW, Inc. in Sterling Heights. He is a member of the Michigan State Bar and Macomb County Bar.

HARRY C. MCCREARY, BBA '50, is president of McCreary Tire & Rubber Company in Indiana, Pennsylvania. The company is a specialty tire manufacturer, making truck tires, racing tires, aircraft tires, industrial tires, farm-flotation tires and antique-car tires. He writes: "I feel that I owe my success in the business world to three things: 1) a little bit of luck, 2) a lot of hard work, and 3) being the boss's son. That last one has been quite helpful!" Harry is a member of the Rubber Manufacturers' Association's Tire Division Executive Committee, vice chairman of the National Business

Aircraft Association, a board member of the General Aviation Manufacturers Association and former board member of the Aviation Distributors & Manufacturers Association.

SANFORD F. SNYDER, BBA '50, is a partner with the accounting firm of Laventhol & Horwath in Harrisburg, Pa. He writes that he is married and has three children: a son who is a third year law student at Georgetown University; a daughter who is a senior student at Jewish Theological Seminary and Columbia University and a son in senior high school. He is vice president of Beth El Temple and a member of the board of directors of the Harrisburg area Chamber of Commerce. His wife is regional president and member of the national board of directors of the Women's League for conservative Judaism and his youngest son is president of the region and member of the national board of directors of United Synagogue Youth.

WILLIAM H. PAULSON, BBA '50, has been a teacher of government, economics, world history and consumer education for the past twenty years at Muskegon High School. He has a daughter, Elizabeth and son, David. He received an MA at the U-M in 1952 in business education.

KENNETH G. SHIRELING, BBA '50, is president of K. G. Shireling Company headquartered in Monterey, California. The company is involved in real estate development, property ownership and investments.

WALTER N. HEDRICK, MBA '50, is president and chairman of the board of Hedrick Concrete Products Corporation of Sikeston, Missouri. He is a member of the technical committee of the National Concrete Masonry Association and of Rotary Club, past president of the Southeast Missouri Council of Boy Scouts, and is presently chairman of the capital campaign funds committee to raise \$500,000 for camp development.

JAMES E. FOSTER, BBA '50, is general manager of Foster Oar Company in Faulkner, Arkansas.

'51 MILTON R. BERINGER, MBA '51, works for Gulf Oil Co. and has been promoted to terminal supervisor and transferred from the Philadelphia refinery, where he was a zone engineer, to the Gulfport terminal on Staten Island. His oldest son is now an assistant engineer with the N. J. Dept. of Environmental Protection; his middle son is studying business administration in college, and his youngest son is now a

senior in high school. Milt writes that he still likes to hunt and fish, and that he has also taken up sailing.

WILLIAM WAH CHIN, BBA '51, has completed his 28th year in real estate sales, and is currently serving as a director of the Los Angeles Board of Realtors and a director of the California Association of Realtors. He is president of his own real estate firm entitled ERA Kashu Realty. He writes that he has been an active member of Optimist International as a past distinguished president of the Westside Optimist Club of Los Angeles. He is married and has a four year old daughter, Alison.

JOHN M. GILLETTE, BBA '51, controller of Arden Corporation of Southfield, has been named a member of the American Institute of Corporate Controllers. John has been with Arden Corporation since accepting early retirement from Chrysler in 1979.

WILLIAM F. RUZICKA, MBA '51, is corporate director of purchases and transportation with Hoover Universal Inc. in Ann Arbor. He says his family is an all U-M family. His wife, Irene, graduated from the business school in 1945, his daughter, Deborah, received her B.S. in zoology in 1974 and M.S. in biology in 1977 and is now in the process of pursuing her Ph.D. in biology at University of California, Berkeley. His daughter, Pamela, received a B.A. with distinction in 1974 and has gone back to school at Women's College in Houston for a master's in physical therapy.

ROBERT F. SCHOPPS, MBA '51, is vice president of Kearney Executive Search Group in New York City.

FRANK G. RIZZARDI, BBA '47, MBA '51, is a personnel specialist with the California State University in Long Beach. He is a member and chairman of Torrance Civil Service Commission, a member of the advisory committee of the Governor's Workers' Compensation and Safety Program for state employees, and systemwide administrator of CAL/OSHA covering 30,000 plus employees of the California State University and Colleges (19 campuses). His wife received her B.S. in nursing from U-M in 1952 and they have six children, the oldest of whom will complete a Ph.D. in statistics from U.C., Berkeley in 1981. Frank adds that he served five years as a member and chairman of the Torrance Environmental Quality Commission.

ROBERT B. VOKAC, BBA '50, MBA '51, is director of career planning and placement

Joseph T. Yakas, MBA '52, Principal Test Engineer for Ford Motor Company

Joseph T. Yakas, BSEE '50, MBA '52, is currently supervising Ford Motor Company's metrology laboratory activity. Since 1976, he has been a principal engineer involved in various projects. From 1976-78, he supervised technical and engineering people involved in the development, composition and publication of engineering and operations procedures for the Emissions Testing Laboratories. He was also responsible for the production and conduct of video tape training programs for the orientation of new engineers and test operations personnel. From 1978-1980 he was principal engineer in the advanced testing

equipment design unit, where he supervised technical and engineering personnel involved in the conception, development, and implementation of advanced electronic and microcomputer systems for emissions instrumentation and control applications. In 1980-81 he supervised the conducting of specialized emissions and fuel economy test requests, and is now engaged in supervising electronic instrument repair and transducer calibration. In February, 1981, he presented a paper which he co-authored entitled "Microprocessor Applications in Emissions Testing" at the S.A.E. Conference in Detroit.

at the University of Michigan Dearborn Campus. All three of his children have now graduated from U-M, Ann Arbor. Robert Vokac received a BBA in 1978; Elizabeth a B.S. in 1979, and Susan a B.S. in 1980.

JOHN S. BALLMAN, BBA '50, MBA '51, is president of finance for Omega Carpet Company in Chickamauga, Georgia. He established the company for the manufacture and sale of tufted carpet in 1977.

RICHARD L. EVANS, BBA '51, is a senior accountant with General Motors Corporation in Warren. As of August, 1980, he had spent 27 years with GM.

STUART G. LUCAS, BBA '50, MBA '51, is vice president of commercial loans with Detroit Bank and Trust Company, Detroit. He has spent his entire career in credit and commercial loans with the Detroit Bank & Trust. His wife is on the library staff of the Graduate School of Business, U-M. He and his wife have twins, ages 23; son, Mark is married with two children, and daughter, Karen, is starting on her doctorate at the University of Chicago.

52 **JAMES C. VERRETTE, BBA '52**, retired on May 1, 1979 from his building company, J. Verrette Company of Dickinson, Michigan. He now enjoys travelling, golfing and skiing, and is doing occasional consulting for the new owners of his company. He writes, "This

is the good life! My business education served me well."

PHILIP M. SMITH, BBA '51, MBA '52, has been promoted to director of finance for TRW's Industrial Products Group after 7 years with the company. The family has moved from Lake Forest to Hudson, Ohio. His wife raises boxer dogs and her kennel, Americana, has produced two AKC champions in the last two years. They enjoy skiing and collecting antique furniture.

LEO E. KIVELA, BBA '51, MBA '52, after 27 years with Westinghouse Electric, has accepted a position as a consultant in a law firm in Helsinki, Finland. He will be working on commercial contracts involved in international trade.

DAVID FREEMAN, BBA '52, was a labor relations attorney for corporate and municipal government in Salem, Oregon, during the past 5 years. During 1980-81 he was a professor of law at Willomette University teaching labor and tort law.

JEROME Y. HALPERIN, BBA '52, was recently appointed national director of tax practice at Coopers & Lybrand in Detroit.

ALAN R. KRUEGER, BBA '51, MBA '52, is now truck and sales manager for Ford Motor Company in Detroit after spending eleven years with Ford in Europe. His wife, Fay and three children have all attended the U-M.

WILLIAM P. KELLEY, BBA '52, is owner of Kelley Oil Co., a Texaco branded jobbership in Drumright, Oklahoma. He has two children attending the University of Oklahoma.

53 ROBERT L. MOON, BBA '53, is owner of Westerville Realty Property Management in Westerville, Ohio. He received a master's degree in public administration in 1959 but has been involved in commercial real estate development and management for the past eight years.

MARK TURPEN, JR., BBA '53, is part owner of and practices law in the "old elks building" in downtown Flint. They have restored the building and it is now registered in the national register of historic places. Part of the history is that early organizational plans for the creation of General Motors Corp. took place in this building.

RICHARD L. FREEMAN, BBA '52, MBA '53, is president of Charles S. Freeman Co., Inc. in Buffalo, N.Y. Freeman is a family-owned business of 7 employees and does business of \$2,000,000 a year in the distribution of electronic sales and material handling lifting devices.

BARBARA COLE SCHIRA, BBA '53, is an audit manager with Arthur Young & Co. in Chicago. She returned to the audit staff after her children reached school age in 1972.

RICHARD L. SMITH, BBA '53, holds a CMA, received an MBA from Ohio University, and is a member of the Board of Regents of the Institute of Management Accounting. He is vice president of finance with Borg-Warner Corporation in Parkersburg, West Virginia.

NORMAN A. ZILBER, BBA '53, is a partner with Bancroft Avery & McAlister in San Francisco, utilizing his finance and accounting background from the business school to specialize in corporate finance and tax law, working primarily with new venture capital, mergers and acquisitions, and foreign multinational expansion into U.S. markets.

JOSEPH L. MIDDLETON, JR., BBA '53, assumed the regional vice president's position with Lane Bryant in Bellwood, Illinois in 1980.

FREDERICK L. LEYDORF, BBA '53, is a senior partner with Willis, Butler, Scheifly, Leydorf and Grant in Los Angeles. He received his law degree in 1958 from the UCLA School of Law. He has served as chairperson of the

Conference of Delegates of the State Bar Foundation of California, as a member of the Board of Trustees of the Los Angeles County Bar Association, and as chairperson of the Public Administrator-Public Guardian Advisory Commission, created by the LA County Board of Supervisors. He is a member of the American College of Probate Counsel and a vice president-North America of the International Academy of Estate & Trust Law. He was listed in *Who's Who in America* in 1978.

COLEN J. LAFAVE, BBA '53, is the owner and president of an automobile dealership in Pinconning, Mich. He has been in the automobile business for 25 years, and writes that his son, Russell, who graduated from the U-M Business School in 1979, is now working in the dealership with him. His son Roger is planning to attend the U-M Dental School, and his daughter, Laura, is a senior in high school.

SIDNEY ZILBER, BBA '48, MBA '53, established his own financial planning and investment banking firm in 1978. Entitled Zilber & Associates, the firm is located in Cleveland, Ohio. He is also the vice president-treasurer of Intermarket Latex Inc., a rubber glove marketing organization which is a joint venture of Uniroyal, Intermarket Rubber Corp., and the state of Kedah in Malaysia.

54 CHARLES H. GOEBEL, BBA '50, MBA '54, was named chairman of the board of the Wayne Oakland Bank in July, 1980.

ROBERT B. WEAVER, BBA '54, has been practicing law since 1957. His specialty is taxation and estate planning. His daughter, Kimberly, graduated from the U-M and is living in New York City. His son is at Hunter College and is a television intern with CBS during the summer. The Weavers live in Leipsic, Ohio.

LEON H. TURNER, MBA '54, is president of Leon H. Turner and Co., an accounting firm in Wildwood, N.J., and has recently been elected to the Board of Directors of Horizon Bancorp, a bank holding company with headquarters in Morristown, N.J.

55 VINCENT R. MCCLEAN, BBA '54, MBA '55, is executive vice president of NL Industries, Inc. in New York and has also been appointed director of Alexander & Alexander Services, Inc. in 1980.

MORGAN RAMSAY, JR., BBA '50, MBA '55, is owner of Ramsey Investments in Bay City, Michigan. He is a member of the U-M President's Club and past president of the University of Michigan Club of Bay City.

JOHN RADEBAUGH, BBA '52, MBA '55, was appointed vice president and chief financial officer for Denny's Inc. in La Mirada, California, in October 1980.

RICHARD HUFF, BBA '55, MBA '55, just celebrated his 7th anniversary as a diamond wholesaler of diamonds certified by the Gemological Institute of America. He writes that he is semi-retired, works two days a week, and that during the rest of the week, "I deliver meals on wheels, play tennis, cruise and chase ladies." He lives in Bradenton, Florida.

56 CHARLES W. BEATTIE, BBA '56, is president of Envar Communities, Inc. in Stockton, California, building retirement and single family communities in Northern California.

CARL H. DRIESSNACK, MBA '56, completed his Ph.D. in 1980 and delivered a paper on outplacement as a humane approach to achieving organizational effectiveness at the American Society of Personnel Administration's national convention.

57 JAMES E. SEITZ, MBA '57, is partner-in-charge of the Los Angeles Office of Touche Ross & Co. He has been with Touche Ross since 1955. He moved to San Francisco from Detroit in 1971 and moved to Los Angeles in 1976.

RUSSELL L. WHITFIELD, BBA '53, MBA '57, was recently appointed director of information systems for American Natural Resources in Detroit.

CHARLES K. MCCANN, JR., BBA '57, rejoined Merrill Lynch in 1979 to manage their new Battle Creek office which opened in June 1980. Previous to that he had his own investment firm in Battle Creek. He lives on a 20 acre farm and raises hunter-jumpers.

MELVIN L. VAN DOREN, MBA '57, is controller for the Agency for International Development. He has been with AID for 19 years and has served in Vietnam, Korea, Washington, Ghana, Nigeria, Brazil and Bolivia. He says that the past ten years in South America have been the most rewarding part of his life. He and his family now live in Bolivia.

NEILL R. SCHMEICHEL, BBA '56, MBA '57, recently transferred from the Philadelphia office of Ernst & Whinney to the Detroit office.

CHUCK SMILLIE, BBA '57, founded a commodity pool investing company, utilizing computer trading with the Sperry Univac BC/7 computer. The company is located in Ferndale, Mich.

ROGER F. KINNEAR, BBA '56, MBA '57, is plant personnel director of Consumers Power Company, coordinating the employment activities associated with staffing the Midland Nuclear Power Plant. He and his wife enjoy returning to Ann Arbor for football, concerts and golf whenever possible. He writes that they are also very impressed with the quality of living and cultural opportunities in the Midland area.

'58 R. DUANE LAMOREAUX, BBA '58, is president of ICA Financial Corporation in Detroit and was recently elected by the executive council to the executive committee of the Episcopal Diocese of Michigan.

RALPH P. KORS, BBA '58, is president of Kors Marlar and Associates, an executive search firm with offices in Houston, London, New York, Los Angeles and Munich. He previously spent 7 years with Korn Ferry International as a senior vice president and managing partner.

SOEHADJI HADIBROTO, MBA '58, received his Ph.D. in business administration in 1962 and is now a professor of accounting at the University of North Sumatra in Indonesia.

PATRICK C. FISCHER, MBA-AS '58, is professor and chairman of computer science at Vanderbilt University, Nashville, Tennessee.

MARY B. ANDERSON, BBA '58, completed her Ph.D. in educational administration at the University of Connecticut in 1980. Her thesis examined the perceived need deficiencies and perceived burnout of classroom teachers when grouped according to selected background variables. She is now a guidance counselor at Conard High School in West Hartford, Conn.

DALE F. HANSON, BBA '58, is an administrator for General Motors Corporation in Warren, Michigan. He works in product cost analysis.

R. JACKSON KINNEL, BBA '53, MBA '58, is an attorney in Chicago specializing in real estate. He also teaches law and real estate courses at Loyola Law School and

Robert Hosking, MBA '58, is the new president of CBS Radio



Robert L. Hosking, MBA '58, is the new president of the CBS Radio Division, succeeding Sam Cook Digges, who retired in January. Hosking joined CBS in 1958 as a management trainee. A year later he became an account executive at WCBS radio, and in 1962 moved to CBS Radio Spot Sales. The following year he became general sales manager at

WCBS radio, a post he held for seven years. In 1970, Hosking joined WCBS-TV New York as vice president and general manager. Three years later he was appointed to the same post at WCAU-TV in Philadelphia. He was named vice president, affiliate relations for the CBS Television Network in early 1978, shortly after the reorganization of the CBS/Broadcast Group.

Kennedy King College and is a trustee of the North Suburban Mass Transit district.

CLAYTON C. FENTON, JR., MBA '58, retired in 1973 after 30 years of service with the U.S. Marine Corps. He is now keeping busy with part-time employment and voluntary service to organizations. He makes his home in Xenia, Ohio.

LOWELL O. BIRD, MBA '58, was recently appointed manager of strategic planning-general products, for the Goodyear Tire & Rubber Company of Akron, Ohio.

THOMAS M. EDLEMAN, BBA '58, changed his career after 11½ years as a sales representative with a major steel

corporation. He entered medical school, and is now self-employed in the practice of family medicine and living in Ft. Myers, Florida.

DIRCK SNYDER, MBA '58, is the executive vice president/owner of Multinational Computer Models in Montclair, New Jersey. He writes, "Six years after starting a small business, our growth struggles have begun to pay off. We provide unique services delivered worldwide via computer in international finance, economics, and foreign exchange. Second-hand experience and study helps little in adjusting from working for large corporations and financial institutions such as Exxon and Chase Manhattan

Bank to being an entrepreneur. On the other hand, I have rejuvenated my intense learning era at Michigan and elsewhere by providing information and educational systems in this evolving field."

CHARLES A. CROWELL, BBA '58, is associate vice president for Dain Bosworth, an investment management firm in Minneapolis. He and his wife, Karen, have four children.

ROBERT J. MAHONEY, BBA '58, is president of Mahoney Plastics Corporation in Phoenix. He was recently elected to the board of directors of the Arizona Boys Community. He and his family enjoy sailing and skiing.

RALEIGH F. STEINHAEUER, MBA '58, has been elected chairman of the management faculty of the School of Business Administration at George Mason University in Fairfax, Virginia.

EARL J. MAST, BBA '58, is a partner in the CPA firm of Laine, Appold & Company in Bay City. His daughter, Debra, is a 1979 graduate of the U-M Nursing School and son, Mark, is a 1980 grad of Olivet. Earl is past president of the U-M Club of Bay City and is currently secretary-treasurer of the club.

JOHN W. ASMA, MBA '58, has opened his own accounting firm in Kalamazoo, Michigan.

LAWRENCE J. GOLDSTEIN, MBA '58, is first vice president of Drexel Burnham Lambert Inc. in New York City. He was recently elected director of Great Southwest Industries and also of Walker Color, Inc., and president of Golden Muffler Corporation.

WILLIAM H. ALGER, III, BBA '58, is executive vice president of Plaza Insurance Agency in Chicago. He received his MBA from the University of Chicago in 1972, his CLU in 1978 and the CPCU in 1970.

'59 **THOMAS J. CONBOY**, MBA '59, has been named to the newly created position of director of corporate risk management with Kaneb Services Inc. in Houston. Kaneb is an international energy and financial services company with operations in oil and gas, coal and general contracting, and financial intermediary and business computer information services.

JOHN W. LAWRIE, MBA '59, is president of Applied Psychology Inc. in Crawfordsville, Indiana, and recently developed a leadership training program for first line supervisors which is being used by 2000+ people in 22 organizations.

WAYNE T. COOKE, BBA '55, MBA '59, is a text segment manager with IBM World Trade Corporation. He is responsible for the coordination of marketing strategy and activities for DP text and office systems products in 14 countries in Europe and South Africa.

LARRY B. CRABB, JR., MBA '59, was recently appointed to the tuning examinations committee of the Piano Technicians Guild as a Certified Tuning Examiner. He is the owner of L. B. Crabb and Associates piano service company.

WINFIELD L. COOPER, BBA '58, MBA '59, teaches for the U-M Extension Service in real estate. He is president of the Real Estate Alumni of Michigan for 1980-81 and is active in appraising and commercial real estate. He is married and the father of four children, one of whom is attending the U-M.

G. VERN DIEDRICK, BBA '59, has been named executive vice president of Federal Signal Corporation in Oak Brook, Illinois. He also recently completed the advanced management program at Harvard University.

'60 **PERRY M. COHEN**, MBA '60, was recently appointed vice president of Freedom Stove Works in Walled Lake, Michigan.

WILLIAM C. DURANT, JR., BBA '60, is the current president of Michigan State Florists Association. He is the owner of Durant's Flowers, Inc. in Ypsilanti.

BRUCE M. BERRITT, BBA '60, was recently promoted to vice president in charge of finance for Mode Fabrics, Inc. of New York. He is responsible for 20 corporations forming a privately held textile conglomerate supplying textiles both nationally and internationally. Total sales are approximately 200 million. He is also very actively involved in the "The Hunger Project," an organization of 1,500,000 individuals committed to ending hunger wherever it exists by 1997.

'61 **JAMES W. JOHNSTON**, BBA '60, MBA '61, vice president of Micoa Inc. in Bellevue, Washington, was a delegate to the 1980 White House Conference on small business.

MYRIL L. KAPLAN, BBA '61, received his MBA from Bernard M. Baruch College in 1976 and became president of Rocket Jewelry Box Inc. of Bronx, New York, in 1980.

DWIGHT B. CRANE, MBA '61, is a professor of business administration at Harvard Business School. He will be in Switzerland for a year teaching in

Harvard's International Senior Managers Program and doing research on international banking.

KLAUS F. SCHULZE, MBA '61, is director of personnel for R. J. Reynolds Tobacco in Germany.

JOHN G. HOOS, MBA '61, is a marketing manager for IBM in Cleveland. In June, 1980 he received the "Divisional Leadership Award."

BERKLEY COOKE, MBA '61, is executive vice president and general manager of Bozell and Jacobs of Houston.

ROGER P. CRATON, MBA '61, was recently named group vice president and chief financial officer of Chesebrough Ponds Inc. in Greenwich, CT.

KENNETH W. BRINK, MBA '61, was recently promoted to executive vice president of Holiday Rambler Corporation of Wakarusa, Indiana.

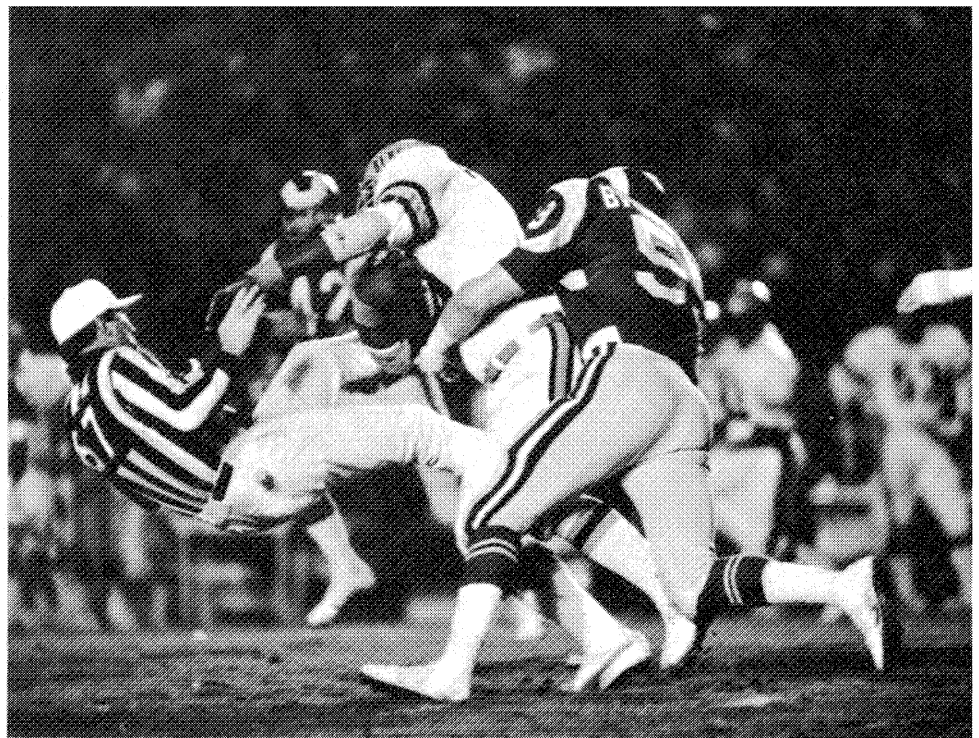
RICHARD A. MILLER, BBA '61, is senior vice president of Southwest Forest Industries in Phoenix, Arizona. He is responsible for the law, purchasing, industrial relations, and environmental departments as well as the transportation function involving two short line railroads, the truck fleet and general traffic for this \$700 million NYSE forest products company.

CHARLIE E. GRAY, BBA '61, is service and parts coordinator for Town's Edge Ford in St. Louis Park, Minnesota. Because of the current economic crunch they are launching a combination of the parts and service operation of a large metropolitan Ford dealership and a rather small Chrysler-Plymouth dealership under one roof. This combination presents many management challenges, says Charlie.

STEWART L. RICE, MBA '61, is vice president and director of research for Roulston and Company Inc. in Cleveland, Ohio. Roulston manages individual and pension fund assets and serves as a fundamental research source on midwestern companies. Stewart and his wife made a 10 day visit to the People's Republic of China in 1979.

'62 **THEODORE A. KOTILA, JR.**, MBA '62, is assistant director of curriculum development with Wayne State University serving on the faculty of a new interdisciplinary baccalaureate program for working adults and on a national consortium of colleges utilizing Wayne State's curricular model.

STUART C. NATHAN, BBA '62, received a J.D. from the University of Chicago



Keck is knocked backward when running back Pete Johnson (258 pounds) had his direction changed by a linebacker in a game between the Cincinnati Bengals and the Los Angeles Rams. (World Wide Photos). In the picture at left, Keck is shown approaching the dressing room door at the stadium.

John Keck, MBA '57

is an NFL umpire in his spare time.

“No one does this kind of work for money or notoriety—you have to love it,” says John Keck, MBA '57, who works every weekend and many Mondays during football season as an NFL umpire. “I watch live-ball play from a position behind the middle linebacker,” he says, “where I’m always in the middle of heavy traffic.” That could be something of an understatement, if the picture above is typical. What happened? Says John, “I was standing in the wrong place when running back Pete Johnson (258 pounds) came fast through a large hole and had his direction changed by a linebacker.” This was in 1978 in a game between the Los Angeles Rams and the Cincinnati Bengals.

John umpires in his spare time. He is president of Keck Inc. in Des Moines, Iowa, a firm with three auto parts distributorships, a brake and clutch rebuilding service and machine shop, a petroleum business with a number of service stations in Des Moines and the only full-service car wash in the metropolitan center. He also has a small trucking company. Even so, he claims he is not a workaholic. “Life goes in cycles,” he says, “and I am now in a cycle of

intense activity.”

John started officiating while a student at the Business School, working in campus intramural games. His father-in-law was a high school coach and official, and got John interested in keeping it up, so John moved from small college games into the Big 8, and then was recruited by the NFL.

John is one of a crew of seven referees who stay together as a team throughout the season. His judgment is final on all matters concerning player equipment—pads, wraps, casts, kicking shoes. He says that there are seldom any disputes among his fellow refs. “We get to know one another very well,” he observes, “and you have to remember that our work is critiqued immediately by so many stakeholders. How many fans watch football on TV? Maybe 30 million? There’s a lot of pressure on the field, but it’s important not to be influenced by the coaches, players or crowds.”

And how about the photo above? Does he “fly through the air” very much in the course of his job? No, he says. Such an occurrence is very rare, although he does get “brushed against” a lot in the course of a game, and, he jokes, “I need a chin strap to keep my umpire’s cap on.”

Law School in 1965 and practiced law in Chicago from 1965 until early 1972. In 1972 he went into the real estate investment business with several friends from high school and law school. Their company, JMB Realty, now has approximately 850 employees with an investment portfolio of almost \$1.5 billion.

HARRY E. MILES, JR., MBA '62, is president of Miles Machinery Company in Saginaw, building special purpose machine tools of standard modular components. He is also trustee of Delta Community College and director of the Second National Bank of Saginaw.

EDWARD L. HERGENROTHER, MBA '62, is project manager for a multimillion pound sterling basic silicone plant expansion for Dow Corning at Barry, Wales, United Kingdom.

'63 R. BRUCE McCLELLAND, MBA '63, is president of McClelland & Company and a director of Chattanooga Coke and Chemicals in Birmingham, Michigan. He is also director of St. Dunstan's Theater Guild.

MILTON REDICK, MBA '63, started a new consulting firm of engineering services in industrial water pollution control and energy from biomass in Williamston, Michigan.

RICHARD K. CLARK, BBA '63, MBA '63, is vice president and director of Pacific Grocery Products of the Quaker Oats Company in Chicago. He is responsible for the Asia/Pacific area. He was an invited speaker to Canton's first international marketing seminar held last year in China.

RICHARD P. SZYMANSKI, BBA '63, since graduation has been employed by Pillsbury Company in Lanham, Maryland. Presently he is on assignment as the Washington regional manager in the grocery division, responsible for the states of Maryland, Virginia, and the District of Columbia. He is married to Mary Rowell (U-M Nursing '63) and they have three children.

JEROME L. PEARSONS, BBA '63, is national sales manager with the Muskegon Piston Ring Company in Muskegon. He writes, "I've found that I'm best suited to sales and have been pleased with my progress. I'm convinced my education has eased the transition, as it has provided insight into all facets of business."

WALTER L. BENNETT, JR., MBA '63, is project engineering superintendent with Dow Chemical in Midland. He has also spent five years as a junior achievement

advisor and has served as a recruiter for advisors in that program. He is active in the People to People International Program and has hosted visitors from five different foreign countries.

ALEXANDER R. BABIN, BBA '57, MBA '63, is a planner/administrator with General Motors Corporation in Warren, Michigan, and is also an episcopal priest (non-stipendiary) serving in the diocese of Michigan as a vicar of St. Paul's Episcopal Church in Romeo, Mich. He was ordained to the diaconate in 1972 and to the priesthood in 1974 after completing studies at the School of Theology of the Diocese of Michigan.

STUART R. MAIN, BBA '63, began his career as a IBM computer salesman and later joined the American Hospital Supply Corporation. He is now president of Shand Electronics, Inc., in Flint. Shand is a company supplying industrial electronic components to industrial, commercial and governmental users.

SHIGEAKI KIMURA, MBA '63, is managing director of Marubeni Harris Printing Equipment Company in Tokyo.

HUGH B. COWAN, MBA '63, recently became part owner of an ongoing Olds-Cadillac-GMC dealership in suburban Philadelphia. His partner is his previous boss and friend, Roger Penske.

WARREN D. SHARP, JR., BBA '62, MBA '63, has been employed by Connecticut General Life Insurance Company in Hartford since 1963 holding various positions in the company. He is currently treasurer of sixteen subsidiaries and director of eight Connecticut General subsidiaries. He became the corporate treasurer in 1976.

JOHN E. KERR, JR., BBA '62, MBA '63, was appointed vice president of finance for Volkswagen of America in Warren, Michigan in 1980. He had previously spent 15 years in the automobile business with American Motors Corporation.

BRUCE E. KROPSCHOT, BBA '62, MBA '63, is now president of Master Lease Corporation. For the previous eight years, he had worked for HBE Corporation in St. Louis, Mo., as vice president for finance and as executive vice president of HBE Leasing Corporation and president of HBE Trailer Corporation.

'64 STUART M. SHEIMAN, BBA '64, writes that in 1978 he became the first lawyer in Connecticut to advertise legal services. He could apply his study of advertising and advertising writing to his law practice when Bates &

O'Stein v. State Bar of Arizona removed the ethical barrier. He states, "lawyers and the public in general always are asking whether advertising has benefited my practice. True to what my professor of advertising taught, the demand curve of my practice shifted. Real estate and divorce increased 5000% and other areas also markedly improved."

MARK W. STAPLES, BBA '63, MBA '64, moved to London to establish the European financial operation for INA Corporation. He runs the treasury and investment management functions for the company's operations/subsidiaries in the UK, continental Europe, middle-east and Bermuda. He says, "substantial funds combined with wild financial markets make this exciting work (but not good for nerves) and quite enjoyable." He adds that he has three children who are "becoming more English than they realize."

ARTHUR C. MEINERS, JR., MBA '64, received his DBA in 1974 from the George Washington University and was recently promoted to deputy manager of the Advanced Systems Operating Center of the Advanced Technology Corporation in McLean, Virginia.

KARL D. KUIPER, MBA '64, was named director of marketing and sales for Beatrice Foods in Louisville in 1979. He has five children ranging in age from 19 to 7. His wife Judy works as a dental assistant.

C. DAVID CORRELL, BBA '63, MBA '64, is a commander in the Supply Corps of the U.S. Navy. He is responsible for developing initial logistics support plans for all new combat weapons systems being introduced into the U.S. Navy ships.

DAVID A. HENWOOD, BBA '63, MBA '64, is a general partner with Prescott Ball & Turben, an investment brokerage firm. They provide investment advice to institutional clients in both the U.S. and Europe as well as to individual retail customers investing in common stocks. He and his wife and two sons live in Bay Village, Ohio.

RAYMOND J. LADEMANN, MBA '64, is president of Jayaram-Lademann Associates, Inc., in Aurora, Illinois. They help industrial, research and professional organizations improve their effectiveness and productivity. Among their clients are: B. F. Goodrich, Western Electric, Proctor & Gamble, Arthur D. Little, Arthur Andersen & Company, TRW Systems and Warner Lambert. He is originally from Dearborn, but now lives outside Chicago with his wife and son.

ROBERT R. KLEY, MBA '64, is president of Commoditycorp of Ann Arbor and editor of "Tangible Topics" newsletter.

CHARLES E. JARVI, BBA '63, MBA '64, is chief payroll and accounting person for the U.S. Treasury Department in San Francisco. He and his family have been living in the Bay Area in California since 1978. He is a member of the Bay Area U-M Alumni Club and he still returns to Ann Arbor each year for two football games. He and his wife both enjoy California living.

PAUL M. ORME, MBA '64, in 1978 was appointed regional vice president for Heublein International Management Corporation, Europe/Middle East/Africa Region, headquartered in London. The main products of the company are Smirnoff vodka, Heublein cocktails and other liquors, Inglenook and Beaulieu Valley wines, Kentucky Fried chicken, etc.

65 DAVID HOWE, BBA '64, MBA '65, is a Lt. Colonel in the U.S. Marine Corps stationed with the staff of the Commander-in-Chief, U.S. Atlantic Fleet in Norfolk, Virginia.

CLIFFORD G. SHELDON, MBA '65, was recently elected vice president of the Ann Arbor Bank & Trust Company in Ann Arbor and is a member of the Ann Arbor City Council.

JUAN E. CHACON, MBA '65, was recently promoted to general financial manager of Corpoven, S.A. Corpoven is one of the four oil producing companies in Venezuela which are fully owned by the state owned company, Petrolios de Venezuela.

PETER W. TEITELMAN, BBA '65, received an MBA from George Washington University in 1967. He has held various positions in government, hospital administration and health planning since that time. Currently he is project review coordinator for Northern Indiana Health Systems Agency, Inc. based in South Bend, a regional health planning agency serving a 24 county area.

PETER DEMAYO, MBA '65, is a captain in the supply corps, U.S. Navy in Washington. He is currently serving as executive director for contracts at the naval air systems command in Washington, where he is involved in a multi-billion dollar program for the acquisition of naval aircraft and associated weapon systems.

JOSEPH W. DELLAPENNA, BBA '65, was a Fulbright-Hayes Senior Lecturer in Law.

Wall Street Journal writes up company headed by J. K. Goodrich, MBA '63

John Goodrich, BBA '60, MBA '63, recently founded the Colonial Consulting Corporation, Inc. which is based in New York City. It serves as a financial consultant to endowments, foundations, and corporate pension plans. According to the Wall Street Journal, which wrote about the company in its "Heard on the Street" feature on March 6, 1981, endowments and foundations are among the least visible of investing institutions in terms of results, even though they manage significant sums.

The Colonial Consulting Corporation has compiled a nine-year history of investment results of these entities which is called the Colonial Consulting Corporation Endowment and Foundation Database/Index. It covers 53 institutions with assets of nearly \$5.9 billion. The Wall Street Journal article describes the index as follows:

"Although the institutions submit results to Colonial on a basis that doesn't allow use of their names, the data give a good idea of how well these funds have coped in the marketplace as a group and individually.

The funds had an aggregate asset mix of 61% stocks and 39% bonds at the end of 1980 and were up 21.5% in value. With the same mix, the Standard & Poor's 500 stock index and the Salomon Brothers bond index would have achieved a 17.5% return while a

combination of bank pooled equity and fixed-income funds would have been up 18%.

On the same basis, the endowment sector achieved annual returns of 12.3% and 10.2% over the past three- and five-year periods, while the market index returns were 10% and 9.3% and the bank fund returns were 12.2% and 9.9% in those respective periods.

The Wall Street Journal quotes Goodrich, president of Colonial Consulting Corporation, as saying that the trend over the past nine years has been for this sector to become more heavily involved in stocks, although there remain wide disparities among the funds' objectives and strategies. In 1972, the asset mix was about half stocks, half bonds.

"Some of these funds have begun to analyze their needs more carefully, whether for current income or for projects three or four years away, and are adjusting their strategies to meet those needs," Goodrich says. "Those who haven't done this are just getting murdered."

Some endowments for example, haven't any stocks at all and remain fully invested in bonds; they have lagged substantially behind ones with heavy stock investments. Several funds have 70% to 90% of assets in stocks and have done well over the past year and longer periods. Several specific funds were up 40% to 50% last year.

National Chengchi University, Taiwan in 1978-1979, and is currently a professor of law at Villanova University, Pennsylvania.

GORDON G. SHAW, MBA '65, is a department manager with 3M Company's industrial mineral products. He established the first joint R & D program for 3M between 3M and a Japanese company. He writes that at present he

has general management responsibilities for the plating systems business, which includes proprietary chemicals for plating zinc, cadmium, tin, and tin/lead. He lives in Edina, Minn.

JOHN T. BAKER, MBA '65, writes that he has been self employed since May, 1974, and owns real estate in Dallas, Tucson, San Diego County, and Hawaii. His properties include apart-

ments, a shopping center, industrial land and restaurants (including Burger King and Swensen's ice cream. He is currently developing an 80,000 square foot single tenant office building for Fotomat Corp. as the single tenant on a 10 year lease. He says his purpose is to complete one development project at a time, and then hold for long term growth only.

SOUTHWOOD J. MORCOTT, MBA '65, has been promoted to group vice president of Dana Corporation and has moved from Canada to Toledo, Ohio.

THEODORE L. MULLETT, BBA '64, MBA '65, is managing partner of Peat, Marwick, Mitchell & Co. in South Bend, Ind. His other activities include being president of the Art Center, Inc., an active visual arts non-profit organization. He and his wife have three children.

ROBERT E. LONG, MBA '65, was elected executive vice president and director of West Allis State Bank in West Allis, Wisconsin in 1979 after serving in various capacities over 12 years with the First Wisconsin National Bank in Milwaukee. He and his wife have four children. His wife, Patricia, is also a U-M graduate and teaches at Eisenhower Elementary in Wanwatosa.

EDWARD C. STANTON, III, BBA '65, is a partner and managing director, finance, of Lehman Brothers Kuhn Loeb & Co. Inc. in New York City.

PETER A. BRIGGS, BBA '62, MBA '65, is director of personnel and industrial relations for Nekoosa Envelopes Inc., a company of Great Northern Nekoosa Corporation in Denver.

NORMAND E. SIMARD, MBA '65, is vice president of York County Biscuit Company in Biddeford, Maine. He is also a trustee of York County Savings Bank, and trustee and treasurer of the University of New England. He is married and has three children.

ALVIN L. WALBURG, BBA '64, MBA '65, writes that after seven years with Touche Ross and Company in San Francisco and five years as CFO of Grubb & Ellis Co., he launched his own real estate firm in 1978, concentrating in real estate development with some brokerage. He has now completed a \$5.0 million office complex, a \$3.0 shopping center, and currently has an \$18.0 million commercial and residential complex and a \$1.5 million office building under development.

'66 WALTER J. UNTI, MBA '66, was promoted to senior vice president of Foremost Insurance Company of Grand Rapids in 1980.

HARRY M. SKOLNIK, MBA '66, sells computers to the construction industry for Diversified Electronics Company of Sunnyvale, California.

STEPHEN T. NORMAN, MBA '66, is director of employee business systems with Reliance Electric Company in Cleveland, Ohio. He and his wife and two daughters own a summer cottage on Grand Traverse Bay and visit Ann Arbor often.

JOHN E. BELDA, BBA '66, formed Landevco, a real estate development company, after leaving Nu-West Development Corporation where he was senior vice president in charge of the California Land Division and director of Nu-West, Inc., the parent company. He and his family live in Newport Beach, California.

TERRY A. BLANEY, BBA '62, MBA '66, was recently appointed director of corporate planning for ACF Industries, Inc., a diversified manufacturing concern and lessor of specialized rail equipment in New York.

NORMAN S. MILLER, BBA '65, MBA '66, received his JD from Wayne State Law School in 1969. He is now second vice president and trust officer with Manufacturers National Bank of Detroit in Dearborn. He was married in May of 1980.

'67 WILLIAM M. FLANZ, MBA '67, has been transferred to Hong Kong where he is area director responsible for Chase Manhattan's activities in the Asia-Pacific Area. He had previously been area director for the Middle East area, stationed in Athens, Greece. He is senior vice president of the bank.

CHERYL L. BOTWICK, BBA '67, is working full-time as an office manager in a 13 attorney law office in Mineola, New York, and attending law school at night at St. John's University in Jamaica, New York. Expected graduation date is June 1982.

GAIL L. RICHMOND, MBA '67, is associate professor of law at Nova University in Fort Lauderdale, Florida, and recently had a chapter on tax research published by Foundation Press as part of the problems workbook for Jacobstein & Mersky, Fundamentals of Legal Research. She lectured on differences in U.S. and U.K. taxes at Merton College, Oxford, England, as

part of a Nova University Law Center Continuing Legal Education Program this past year.

SANDRA L. SULLY, BBA '67, is manager of eleven systems programmers responsible for the support of the MVS and VM operating systems for Control Data CALL/PLUS timesharing system in Campbell, California.

ROBERT L. SANDELMAN, BBA '66, MBA '67, is an account supervisor with Ogilvy & Mather, Inc., in Los Angeles. He is currently managing the account of Mattel Electronics which includes a wide line of hand-held electronic games and a computer based home video system called Intellivision.

DONALD S. OWENS, MBA '67, received his JD in 1969 and is now Judge of Probate for Ingham County. He is considered a leading authority in Michigan on the law of child abuse and neglect. He is married and the father of four children. He enjoys gardening, coaching softball, and soccer.

CHARLES M. FREELAND, BBA '66, MBA '67, has moved to Fort Wayne, Ind. to become treasurer of Central Soya Company. He was previously assistant treasurer of Bristol-Myers Company in New York.

DANIEL A. REDSTONE, MBA '67, has been elected vice president and treasurer of Louis G. Redstone Association, Inc., an architectural and engineering firm in Livonia.

JAMES P. TANN, MBA '67, is director of marketing for National Semiconductor in Santa Clara, Calif. He is responsible for marketing and selling advanced electronic technology to the rapidly changing toy and game market. He writes, "The market has grown over 150% per year for the last three years, and I have been fortunate to play a part in this exciting opportunity. There is *nothing* like the semiconductor industry—at least through the 1980s!"

ALBERT J. VEGTER, MBA '67, has been vice president and director of Daniels and Zermack Architects in Ann Arbor since 1977. They are an architectural, engineering and interior design firm specializing in the planning and design of facilities for commercial offices, banks, savings-loans and credit unions.

'68 RICHARD T. SMITH, BBA '67, MBA '68, founded Amrigon in 1972. Amrigon is a leading national marketing research and consulting firm. They have a staff of approximately 75 people and his partner is his twin brother, Ronald (BS-MSIE, U-M). They

were recently asked by ISR to serve as special consultants to the U-M.

LOUIS H. KNAPP, MBA '68, has been elected vice president and member of the board of directors of the consulting firm of Cresap McCormick and Paget, Inc. in Washington, D.C. Over the past several years he has been an editorial contributor to the *Wall Street Journal*, *Business Week* and the *Washington Post* on professional and political topics.

MILTON N. THEODOSSIN, BBA '65, MBA '68, is president of Dunhill of Dearborn, Inc., an executive recruiting firm. He has been the recipient of many national awards for achievement in professional placement.

GARY L. ANDERSEN, BBA '67, MBA '68, is a sales representative with Time Incorporated in Detroit and has been recently elected to the board of governors of the U-M Club of Detroit.

FRANK E. HYSELL, MBA '68, is a manager with Arthur Anderson & Co. in Cleveland. Recently he served as treasurer of the U-M Club of Cleveland.

JOHN G. MILLER, MBA '68, is marketing manager for Data Processing in Lake Oswego, Oregon. He and his wife have two sons, Brian and Scott.

RONALD W. STIER, MBA '68, is a sales engineer with Zurn Ind. in Paramus, New Jersey. He has been one of the top Permutit sales engineers for the past five years, selling industrial and municipal water purification equipment.

JAMES F. PARKER, BBA '68, received a master's degree from Garrett Theological Seminary and was ordained a minister in the United Methodist Church. He is combining his business and church backgrounds at the Board of Pensions of the United Methodist Church where he has been since 1971. They administer an \$800 million pension portfolio. His main assignments are as special assistant to the general secretary (where he was instrumental in designing a new pension plan for all United Methodist clergy). He also has responsibility for data processing and with the investment committee. He is now associate general secretary of the Board of Pensions.

VERNON E. NICKEL, JR., MBA '68, has recently returned from living in Mexico City where he was an assistant controller with Ford Mexico. He is now controller of Windsor Export Supply which supplies automotive parts to Ford affiliates worldwide.

ROBERT A. GASKINS, BBA '67, MBA '68, is controller of Schlage Lock Company,

David F. Johannides, MHA '65, wins award for technical publication

The first annual technical publication award of the Hospital Management Systems Society of the American Hospital Association has gone to David F. Johannides, MHA '65, for his book, "Cost Containment through Systems Engineering: A Guide for Hospitals," published by the Aspen Systems Corporation. The award was presented at the 1981 annual meeting in New Orleans.

Johannides is vice president for administration at Methodist Evangelical Hospital in Louisville, Ky.

The Hospital Management Systems Society promotes the continual improvement of hospital management systems by the study and development of the productive elements of health care. It has 1300 members from coast to coast including Canada.

San Francisco. He recently returned to Ann Arbor for the first time in ten years and writes that he was delighted to see that substantial progress had been made in providing improved educational facilities while still preserving campus tradition and architecture as he remembered it.

'69 AVRIL L. FENWICK, BBA '69, writes that after working as a market researcher in Detroit, a sales coordinator in Illinois, and an accountant in Connecticut, she is now a research analyst for the Bureau of Prisons in Danbury, Ct. She says that her general education in the BBA program has allowed her to have great employment flexibility—"a necessity when married to a corporation man subject to transfers."

CLAYTON E. WILHITE, MBA '69, is one of five partners in the advertising firm of Ammirati & Puris Inc. in New York City. As director of account management there, he is responsible for overseeing the department most directly responsible for relations with clients and general advertising strategy. The agency has grown from \$9 million in billings and 14 people in 1979 to \$30 million in billings and 55 people today. Clients include BMW automobiles, Sony Hi-Fi and video products, Snowy Bleach, Mr. Bubble, and the 3M Company.

FRED P. ANDERSON, MBA '69, worked for Container Corporation of America and for H. J. Heinz in new products research, then switched to teaching while completing his Ph.D. in strategic planning and human behavior in organizations at the University of Pittsburgh. He is an assistant professor in the marketing department at Indiana University of Pennsylvania. He is married and has two children.

RICHARD T. HAYNES, BBA '69, recently became a partner in the law firm of Draugelis, Ashton, and Scully of Plymouth, Mich.

J. O. HENNING ERICKSON, MBA '69, has been with Volvo since 1974, first responsible for truck marketing activities in the Southern European region, then truck marketing manager at Volvo Far East in Singapore with activities in the ASEAN countries. He is now assigned to various tasks relating to Latin America, and is living in Stockholm, Sweden.

SAMUEL D. SWISHER, BBA '69, has been promoted to director of taxes for Amoco Minerals Company in Englewood, Colorado. Before his promotion, he was senior tax attorney for Amoco Europe, Inc., stationed in London.

JAMES B. HOFFSKI, BBA '69, is manager of the tax department at Moss Adams and Company CPAs in Costa Mesa, California. He is also an instructor of taxation for Orange Coast College and instructor of accounting for Saddleback College. He received his law degree from the U-M in 1972.

JOYCE M. FIELDS, BBA '69, was appointed assistant treasurer of the Times Mirror Company of Los Angeles in 1980. She is responsible for financings, investments, banking relationships, foreign exchange, and cash management. She has one child, Jessica.

MARVIN N. SCHOENHALS, BBA '69, is executive vice president of Pacesetter Bank and Trust in Owosso, Michigan and also serves as the mayor of Owosso.

FRANK SLOVER, MBA '69, is manager of public relations for Georgia-Pacific Corporation in Portland and is responsible for executive speechwriting

and writing for investor communications as well as a variety of corporate communications projects. He will relocate to Atlanta in 1982 when Georgia-Pacific moves its head office to that city.

JEFFREY J. BEAL, BBA '69, is managing partner of Jules Beal Company of Flushing, New York. He was listed in *Who's Who in Finance and Industry* in 1979-80.

GARY C. HERBST, MBA '69, is president director of P. T. Merchant Investment Corporation in Indonesia. The company is an affiliate of Morgan Guaranty Trust Company of New York. He was sent by Morgan to manage P. T. Merchant Investment Corporation which functions as a merchant bank.

LYNN T. RAYLE, JR., MBA '69, joined Dow-Corning corporation in 1979 as an industrial engineer, and was promoted to supervisor of a management control group in 1980. He lives in Midland, Mich.

THOMAS A. WARING, BBA '69, is controller of the Taylor-Ramsey Corporation in Sanford, N.C. He writes that he and his family are "rabid Michigan fans in the midst of Atlantic coast conference country." He and his wife have two children. She teaches Spanish in a local college, and they are active golf and tennis players.

VICTOR G. BITAR, MBA '69, formed his own company in 1979. The company, which is called O.M.I., Inc., contracts to manage small and medium size businesses for a specific period of time in order to make changes for improved performance. Before forming the company, Victor worked at Dana Corporation as manager of international finance and later as group controller, and at the R. Lababedi Group as managing director.

WALTER L. IOSET, BBA '47, MBA '69, retired in 1972 after working 34 years for a large utility company. He then spent five years as director of management development programs at the College of Business of Florida Atlantic University. Since 1977 he has been semi-retired, but still doing management consulting. He has done management training in the Western Michigan area for Dow Chemical, Great Lakes Casting, and other corporations.

'70 JOHN M. NANNES, BBA '70, graduated from the University of Michigan Law School in 1973. He clerked for Judge Roger Robb of the United States Court of Appeals for the District of Columbia in 1973-74, and for

Justice William H. Rehnquist of the Supreme Court in 1974-75. In 1975-77 he was a special assistant to the Assistant Attorney General in charge of the Antitrust Division of the U.S. Department of Justice. He is now an adjunct professor of law at Georgetown University Law Center and also an attorney with the law firm of Skadden, Arps, Slate, Meagher, & Flom in Washington, D.C.

RONALD J. SCHEBIL, BBA '70, is a lieutenant with the Washtenaw County Sheriff Department in Ann Arbor. He is currently commanding officer of the Road Patrol Division.

JOHN C. GREENE, BBA '70, has left his position as director of support services for the Northeast Michigan Community Mental Health Services Board in Alpena to study for the priesthood at Saint Meinrad College in Indiana.

RICHARD W. MOORE, BBA '70, received a law degree from Indiana University School of Law and is currently an attorney in the external affairs department of Metropolitan Property and Liability Insurance Company.

ROBERT S. SMITH, BBA '70, is married and has two children. He has spent the last ten years in the electrical contracting business in Essexville, Mich.

GEORGE W. BECHTHOLD, MBA '70, recently started a new company, Management Perspectives, Inc. which provides management consulting and market research services to companies throughout the U.S. The primary emphasis is on marketing and distribution assistance to automotive parts suppliers and distributors. He and his wife live in Mission Hills, Kansas.

WILLIAM M. BERG, BBA '70, received his MBA degree from DePaul University in 1980, and is a supervisor in general accounting at Standard Brands, Inc. in Chicago. His wife was recently promoted to supervisor of outpatient pharmacy services at the Children's Memorial Hospital in Chicago.

RICHARD E. VAN HOUSE, MBA '70, is currently responsible for all business aspects of Ford Motor Company's luxury and Thunderbird/XR7 vehicle programs. His previous positions with Ford include plant manager of the Saline Plastics plant (the world's largest plastics injection molding plant) and plant manager of the Mount Clemens vinyl plant. He and his wife have three children.

JOHN G. HANAGAN, MBA '70, is a dealership investment specialist with

Ford Motor Company in Dearborn. He also serves as vice president and member of the board of directors of the Detroit Audubon Society and as a member of the board of directors of Whitefish Point Bird Observatory.

JOHN B. KLEIMAN, MAS '70, is an associate actuary with Aetna Life and Casualty in Hartford. He was recently appointed to a society of actuaries committee that will recommend a new mortality basis for individual annuity valuation. This committee will review the current valuation table and, in light of recent mortality improvements, will develop a new table that is appropriate for the mid-eighties.

ROBERT P. WEINGART, MBA '70, is self-employed as a financial planner with Robert P. Weingart and Associates of Madison Heights, Michigan. He provides complete financial counseling and planning for individuals and small corporations. He is also an officer in the naval reserve.

'71 MARSHALL L. SNEIDERMAN, MBA '71, writes: "After nine years in contracting assignments with the Navy. I have been assigned as one of the few military instructors at the Naval Post-graduate School at Monterey, California. The area I teach in, acquisition and contracting, is in the administrative sciences department and has an international reputation for excellence. Co-located within the department is the Naval Center for Acquisition Research, which is fast becoming a major center for the scholarly research for acquisition strategy and managerial techniques to guide government personnel to do a more professional job in contracting for goods and services. Students within a year of graduation will be in billets where they will have the defense contracting responsibility in the aggregate in excess of a billion dollars of our tax dollars. My family and I are enjoying the Monterey-Carmel area and hope to remain here for at least two more years. I can't let the Navy Department know how much I am enjoying this assignment lest they reassign me to an operational billet far from this California coastal paradise. Sh sh sh sh!"

DONALD D. VANDERZWAAG, MBA '71, is vice president for manufacturing for Bradford Paper Company in Holland, Michigan. He is active in Kiwanis International, having served as club secretary, club president, and division lieutenant governor. He is married and has one son, David.



Peggy Becker, BBA '65

is editor of The News-Democrat, weekly newspaper in Carrollton, Kentucky — circulation 3400.

“**W**orking for a small weekly newspaper in Kentucky, I have learned a good deal about county roads, high school athletics, women’s social clubs, school system finance, national bicycle racing championships, hospital management, courthouse politics (most of which you can’t print), elementary school spelling bees, and local history,” says Peggy Becker, BBA ’65, who has for the past six years been editor of The News-Democrat weekly paper in Carrollton, Kentucky—circulation about 3400. “I’ve become an expert in spelling the name of the kid who always seems to be left off the middle school honor roll—he gets his name in the paper a week late all by himself under the headline *Correction*.”

After graduating from Business School, Peggy got a teaching certificate, and taught for a year in Genesee high school. She then worked for Dow Corning Corporation, and again as a teacher (this time, as a 5th and 6th grade math teacher), before

winding up as a staff writer for the News-Democrat in September, 1974. In May, 1975, she became the editor, responsible for all the editorial content of the paper and supervision of editorial staff. Her duties include news and feature writing, editing, photography and page make-up. Peggy has won numerous Kentucky Press Association awards over the years, including three first place awards for feature stories, and first place awards for her local column, for a sports story, and three times for the society page. (Since she became editor of the News-Democrat, the paper has received 46 Kentucky Press Association awards.)

Peggy sent us some samples of her writing, which she points out, “is very informal and about as far removed from the Business School as you could get. I don’t usually see much connection between my education in the business school and what I’m doing now” she continues, “but perhaps there’s an indirect relationship. I regularly cover meetings of the school board, Carrollton City Council, Carroll County Fiscal Court, hospital board of trustees, and other public agencies. Sometimes I think that three quarters of these sessions are concerned with financial matters. Perhaps my business school background has made it a bit easier for me to understand and absorb this information which I must then try to communicate, in as simple a way as possible, to our readers.”

Peggy’s favorite writing task is her weekly column, entitled “Dappled Things,” which she says is “never earth-shaking, seldom controversial, usually trivial, and, for some odd reason, seems to be enjoyed by readers.” Her most difficult story subject is horses (what a problem for a Kentucky newspaper editor!) and the most uncomfortable situation in which she finds herself daily is “being a non-smoker in a county in which tobacco is the biggest crop and the burley market is one of the largest in the world.” Why does she love the weekly newspaper business? Because it gives her a chance to know all kinds of people—“all sorts, all sizes. Sounds trite, but it’s true.”

HAROLD I. ABRAMSON, BBA '71, graduated from the Syracuse Law School in 1974 and represented low-income businesses for two years while working with a federally funded legal services office in Rochester. He joined the New York State Consumer Protection Board in 1976 and is currently director of the Board's Utility Intervention Office, where he is in charge of a staff of attorneys, economists, and financial analysts responsible for representing utility consumers before state and federal administrative and legislative proceedings. He has been elected to the boards of two national consumer energy organizations and has written several articles on consumer and energy law.

LESLIE E. SPER, MBA '71, is a staff instructor in marketing for IBM in San Jose, Calif. He recently returned from short assignments in Australia and Hong Kong.

BEN TZE LIU, BBA '71, is an attorney with the law offices of Kramer, Mellen, Wagner, & Ishbia in Southfield.

JAMES C. MOORE, MBA '71, retired from the Navy in 1979 and is now manager of sub contracts with Honeywell in St. Petersburg, Florida.

RODERICK A. FERGUSON, III, MBA '71, is managing director of Gorham's Limited, a building materials supply company in Bermuda. He is married and has two children.

LARRY A. FRIEDER, BBA '70, MBA '71, is associate professor of finance at Florida A&M University. He recently presented a paper before the Chicago Federal Reserve Conference on bank structure and competition (with Vince Apilado, a U-M Ph.D.).

ROBERT B. SEIDL, MBA '71, is a production manager with Simpson Timber Company of Portland, Oregon. He was elected to the Vancouver City Council in 1980. He and his wife have two children, Andrew and Kathryn.

HERBERT L. SCHUETTE, BBA '69, MBA '71, received his Ph.D. in economics from the U-M in December, 1980. He is entering his fifth year of teaching at Boston University in operations management and economics. His research specialties include the study of evolutionary models of industry growth and the management of technology.

SHERRY L. RILEY, BBA '71, is a sales representative with Eastman Kodak Company in Rochester, and in 1979 was awarded membership into the 110 Club,

in recognition of sales representatives who are in the top 10% of the national sales force.

RICHARD K. KISCHUK, MAS '71, has been promoted to second vice president and director of financial planning and analysis of the Lincoln National Life Insurance Company of Fort Wayne, Indiana.

CLAUDE C. BISMUTH, MBA '71, is a partner with Clarkson Gordon of Montreal. Clarkson Gordon is affiliated with Arthur Young & Co. He is responsible for handling a number of audit clients as well as heading up the computer audit and statistical sampling specialists group.

WARREN L. SWANEY, MBA '71, hopes to finish his D.B.A. at George Washington by 1982 with a major in finance. He is vice president for Citicorp of New York. His recent presentations include: to the American Bar Association on aspects of federal reserve involvement in electronic banking; to the Delaware Valley Bankers Association on privacy concerns; and to the American Bankers Association on retirement plans.

ROBERT K. DOTY, MBA '71, is assistant secretary responsible for shareholder services with CBI Industries, Inc. in Oak Brook, Illinois. (CBI was formerly Chicago Bridge and Iron Company.) He is married to the former Jaclyn Sehrt (DePauw '67) and they have two children, Sean and Erin. He would be interested to hear from any other MBAs who find themselves doing shareholder relations work.

JOHN J. COOK, MBA '71, has been promoted to assistant treasurer, corporate planning for Dayco Corporation of Dayton, Ohio.

DAVID D. LEWIS, MBA '71, is president and general manager of Honeywell, C.A. He has just completed his sixth year in Latin American with Honeywell (three and one half years in Brazil and the remainder in Caracas). He and his wife have three children. He writes that life and work in the tropics has proven to be every bit as challenging as they expected.

'72 JOHN T. KAVANAUGH, MBA '72, is a supply corps officer with the U.S. Navy. He is spending a six month "non-pleasure" cruise on a mobile logistics support ship in the Indian Ocean, at the very end of the U.S. Navy/Air Force logistics pipeline. He is "mustering every bit of knowledge and thought processes developed at U-M to insure timely support to 26 ships and 24,000 Navy

men in the newest and most remote area the U.S. Navy has been tasked to operate in."

TOM PICKLES, BBA '71, MBA '72, has been promoted to staff director of new products marketing for McDonald's Corporation. Previously he was staff director in charge of national marketing for McDonald. He lives in Chicago.

LANNY S. ALTSHULER, MBA '72, is president of Mr. Pottery of Florida, Inc. in North Miami Beach. He owns a chain of four retail stores in the Miami-Florida area, featuring gourmet cookware, glassware, dinnerware, gifts and household accessories. He has begun to make buying trips overseas for the purpose of importing his own merchandise and eventually will establish a wholesale division.

JOEL I. VANDERMALE, MBA '72, is a research consultant with Americana Healthcare Corporation in Tucker, Georgia, which owns and operates many nursing homes and hospitals throughout the country. He is presently involved in the acquisition and development of healthcare facilities in the southeastern states and makes his home in Atlanta with his wife Kathi, who is employed as an attorney with the regional HUD office.

JOHN H. BOONE, MBA '72, is manager of accounting and auditing for Seidman and Seidman in Grand Rapids where he has worked since graduation. He is also involved in recruiting efforts at the Business School, which helps keep him in contact with our faculty and students. He and his wife Betty have two sons, Adam and Joel.

MICHAEL S. FELDMAN, MBA '72, is currently a sole practitioner attorney specializing in taxation and corporation law in Southfield, Mich. He received his J.D. from the University of Detroit Law School in 1976, became a CPA in 1975, and passed his bar exam in 1977. He also is an adjunct assistant professor at Walsh College in Troy. His wife, Susan, is a social worker and has three degrees from the U-M.

WILLIAM U. PARFET, MBA '72, is director of corporate finance for the UpJohn Company in Kalamazoo. He writes that he is happily married and has four children.

ROBERT B. STEPHENSON, MBA '72, is now supervising manufacturing operations for the West German affiliate of Exxon Nuclear Company, Inc. Their products include fuel assemblies and services for

light water nuclear power reactors worldwide. He and his wife live in West Germany.

WILLIAM J. BUFE, BBA '69, MBA '72, has been admitted to the partnership of Plante & Moran CPAs of Southfield. In addition to providing auditing, accounting, tax and management consulting services, the firm is a specialist in the auditing of school districts and municipalities. Bill is a member of the Michigan Association of CPAs and the American Institute of CPAs.

JAMES I. MILLER, II, BBA '72, is director of product research and development of Ohio National Life Insurance Company of Cincinnati, Ohio. He became a Fellow of the Society of Actuaries in 1976, and writes that he ran his first marathon race in March, 1980.

MICHAEL O. MIZANIN, MBA '72, is controller of Edward Gray Corporation of Chicago, Illinois. He is married and has three children, Michael, Matthew and Marcus.

STEVEN W. PERCY, MBA '72, was recently admitted to the Bar in the State of Ohio. He is manager of west coast marine operations for Standard Oil of Ohio and lives in San Marino, California.

EDWARD W. SMITH, BBA '68, MBA '72, is president of CPI Machine Tool Group, Inc. of Cleveland, Ohio. CPI is in its sixth year of operations. Sales have doubled each year and now exceed five million dollars. A recent acquisition of a manufacturing company should again double sales to over ten million dollars.

JUAN M. IBARRA-BELTRAN, MBA '72, is now director of planning, finance, for Agricola Moroleon in Sinaloa, Mexico. The company grows and distributes winter vegetables to the U.S. and Canada. His previous job was as administrative director of his home state's largest supermarket chain.

73 **CLIFFORD W. URMANIC, Sr., MBA '73,** has spent 16 years with General Motors in quality control/reliability areas. He is now quality engineer at the Buick engine plant in Flint, where his key roles are problem solving, research and development, and (most recently) computerized information systems. He writes that his job is very rewarding, and that the most interesting part of it is the interaction between workers at all levels in a total involvement with quality. His wife is also a U-M graduate and they have two children.

CHARLES A. BROWN, BBA '73, is now president and owner of Eriksen's Inc., an office furniture, design, and office supply corporation with 50 employees in Toledo. The corporation has done \$4 million in sales. He says the professors who most influenced his career were Morgan Collins and LaRue Hosmer.

BRADFORD K. MORTZ, BBA '73, received his MBA in 1979 from the University of Nebraska. He has been with Sperry Vickers since 1973, holding various financial analysis and management positions. In his current position as manager of financial administration his major duties include profit planning and capital analysis, budget analysis, accounts payable, general ledger, fixed assets, and payroll. He recently transferred from Omaha, Nebraska to Troy, Mich.

LAWRENCE W. TAEPKE, MA '73, is second vice president of National Bank of Detroit, and has recently returned to Detroit after a four year assignment in their Tokyo Branch.

JAY W. WESTENDORF, MBA '73, is an architectural programs manager with General Electric Company in Pittsfield, Massachusetts where he is responsible for marketing Lexan sheet and Margard sheet glazing products used in the construction industry.

CHARLES D. BERG, MBA '73, was recently promoted to facility manager of the Hayward, California plant of Rockwell International.

CRAIG A. YAHNKE, BBA '73, is a supervisor of material and product control for Volkswagen of America in New Stanton, Pennsylvania and recently purchased a new home in Mount Pleasant Township, Pennsylvania.

GEOFFREY T. NOBLE, BBA '73, is presently serving as the curriculum coordinator at the Navy Supply Corps School in Athens, Georgia. His previous tours consisted of supply officer on a fleet ballistic missile submarine, squadron supply officer of Comineron-12 and supply officer on a submarine tender in Rota, Spain.

ANTHONY W. REES, MBA '73, became U.S.C.O. treasurer for Medtronic, Inc. in Minneapolis after serving as plant controller for the previous 2½ years.

JOHN R. GREEN, BBA '73, is secretary-treasurer for John E. Green Plumbing and Heating Company, a third generation mechanical contracting company. They are the largest mechanical contractor in Michigan.

JAMES W. WOLFSON, MBA '73, is president of Wolf International in Cleveland, Ohio—a management consulting firm which is pioneering in organizational productivity improvement programs which consider the holistic nature of man and his organizations. Program features include the physical, emotional, and nutritional aspects of productivity, as well as the more traditional technical and measurement aspects. The approach features consideration of man as a negotiating being and of the human learning process.

74 **TERRY M. LURTZ, MBA '74,** is president of MLW Associates, Inc., of Plymouth, Michigan. After seven years in purchasing at Ford and 4 years in sales at ITT, he began his own manufacturers' representative agency in 1979. Currently they handle five lines, primarily in OEM automotive in Michigan, Ohio and Ontario. He is interested in pursuing sales relationships with other grads who are looking to market products in this territory.

LESLIE N. TRUBOW, BBA '74, attended Rush Medical College in Chicago graduating in 1978. Since that time he has been doing a residency program in pediatrics at Michael Reese Hospital in Chicago. After completing his residency, he plans a fellowship in neonatology. His wife is also a U-M graduate and they have two children.

PAUL K. WADSWORTH, MBA '74, was married to Jane Lisy in July, 1980 and they are living in Shaker Heights, Ohio.

MARTHA SCHMELZ MCGEE, BBA '74, is a market research analyst with Yee/Minard and Associates in Lathrup Village, Michigan. She married a fellow BBA student, Richard McGee, in 1974. They moved to Atlanta for two years and then moved back to Michigan to obtain master's degrees. (She got her master's in library science from the U-M in 1978.)

YASUO MIURA, MBA '74, married a Thai national, Tavisri and they have one son. Yasuo is in corporate planning with Mitsubishi Corporation in Tokyo.

GERALD D. PARTINGTON, MBA '74, is a supervisor with Ford Motor Company in West Germany. They have lived near Bonn for the past two years and have three sons. He has been coordinating the transplanting of U.S. Ford-developed interactive computer-graphics design-system technology to Ford engineering centers in Cologne and Dunton, England.

DANIEL E. STANSKY, MBA '74, is manager of operations administration with Armour Dial Company in Phoenix, Arizona.

RHONDA D. WASHINGTON, MBA '74, left her job as a health planner in Riverside, California in 1980 to return to USC School of Law to practice law in the health field. She is a single parent with two children and started her own business, "Fresh Things" in which she sells gold jewelry and handmade items.

DWIGHT E. SMITH, BBA '74, received a Ph.D. in business administration from the University of Arizona in June, 1980. He is currently on the faculty of Miami University, Ohio in the department of production and decision sciences. His primary research interests are in scheduling, and his training interests are in production-operations management.

FRANK E. BRIBER, III, MBA '74, is vice president and manager of the Marine National Exchange Bank in Milwaukee. He has two children, Rebecca and Brittain.

JOHN W. MONTRIEF, MBA '74, graduated from University of Detroit Law School in 1980.

DENNIS R. HANSON, BBA '69, MBA '74, is vice president and senior planning officer for Manufacturers National Corporation in Detroit. He was awarded the George R. Waltensperger Teaching Excellence Award in 1979 for his work as an adjunct assistant professor at Walsh College in Troy.

GARY D. POTTS, MBA '74, is controller for Frequency Sources, Inc. in Santa Clara, California.

DOUGLAS W. BAKER, BBA '74, is president of Leisur Lawn, Inc. in West Carrollton, Ohio, a dry fertilizer lawn maintenance company operating out of five metro areas and soon to be offered in Detroit and Ann Arbor. He states, "BBAs do it better . . . and sooner."

RICHARD M. SWANSON, JR., BBA '74, is treasurer of EI DuPont de Nemours & Co. in Sao Paulo, Brazil. He joined DuPont in 1974 and has held various positions in the finance and international departments. He expects to return to the parent company in Wilmington, Delaware soon. He and his wife have two daughters, one of which was born in Brazil.

TED TAK-C LING, MBA '74, joined Citibank, N.A. as an executive trainee upon his graduation, and is now

managing director of the Far East Bank Ltd. in Hong Kong (of which 76% is owned by Citibank.)

75 GREGORY C. PALEN, BBA '75, is office manager of Michigan Livestock Service, Inc. in Ovid, Michigan. He recently purchased a small dairy farm (120 acres, 40 head of purebred Holstein dairy breeding cattle) as a working investment. He and his wife had their first daughter, Megan in April, 1980.

MASANOBU TERASHIMA, MBA '75, is general manager of Foxboro K.K. in Japan, a wholly owned subsidiary of the Foxboro Company in Massachusetts. Foxboro is a multinational organization, and he is responsible for all of its activities in Japan. He says his job requires all the knowledge and skills he gained at the Business School, as well as the experience gained in his former company, Mitsubishi Petrochemical company. In 1979, he made a business trip to the U.S. and was able to come to Ann Arbor and to see the new facilities of the Business School.

SUSAN S. OWENS, BBA '75, is one of Revlon's account managers responsible for a sales territory in greater Chicago. She has been with Revlon since 1977 and has worked in various divisions, including the chain drug division, the college division and the independent drug division. Her husband, David Owens, MBA '75 (J.D. 1978 Harvard), works as a management consultant for the Boston Consulting Group in Chicago and does long-term strategic planning for major corporations.

ROBERT W. SALTMARSH, MBA '75, joined Data General in 1975 and has worked in their Massachusetts headquarters and Paris offices, and will be shortly moving to Amsterdam. He is single and loves the 5 week European vacation schedules. Wonders when the U.S. will do this?

DAVID S. FRIEDLANDER, BBA '75, graduated from St. Louis University School of Law in 1978. He was a member of the editorial board of St. Louis University Law School in 1977-78, and was admitted to State of Illinois Bar in 1978. He is a tax specialist with Peat Marwick Mitchell & Co. in Chicago.

KAREN G. COLE, BBA '75, received an MBA in 1978 from Eastern Michigan University and is supervisor of accounting at ISR at the University of Michigan.

DENNIS M. BRINK, MBA '75, is a senior planning engineer with Union Carbide in Charleston, West Virginia. He is

currently project leader for operations and development of a production-distribution cost minimization model for most of the chemicals produced in seven divisions. He jogs five miles a day and frequently kayaks and canoes on West Virginia's whitewater rivers.

LUCIAN S. BARTNICK, BBA '75, was recently promoted to market manager at Michigan Bell in the business marketing department. He has responsibility for developing and implementing marketing strategy targeted at the electronics and construction industries within the state of Michigan. He writes that it is exciting to be working in the communications industry—that communications and computers are merging, and both industries will be radically different within the next few years. He says companies that utilize marketing and technology most effectively will be the leaders in the 1980s and 90s.

MARC D. FELDMAN, BBA '75, is currently completing an MBA in finance at Columbia University in New York.

DOUGLAS M. HAAG, BBA '75, was recently appointed data processing manager for Bay City, Mich. after having been controller/treasurer for the City of Riverview, Mich. for 3 years.

DANIEL F. AUSTIN, MBA '75, joined The Ohio Company in 1980 with responsibility for the firm's corporate finance/investment banking activities in Michigan. He was formerly with National Bank of Detroit in the bank's U.S. Division.

JAMES L. CURTIS, MBA '75, is an independent real estate development consultant primarily contracting with two Aspen, Colorado firms: Design Workshop, Inc., a land planning and design firm, and Real Estate Affiliates, a marketing development management firm. He has been in Aspen since 1976 and finds it a very pleasant place to work.

WILLIAM R. WITLER, JR., MBA '75, is vice president of the commercial loan department for American Bank & Trust Company in Lansing.

MARK F. KLEIN, BBA '75, ventured to California after graduation for a summer before resuming graduate studies. He liked the summer job so much he took a leave from studies and has worked his way through the ranks to become vice president and partner of Abacus Systems, Inc. of San Francisco. He was married in 1978.

RONALD R. REED, MBA '75, was appointed president of Michigan

National Corporation after 10 years with Michigan National Bank-North Metro in Troy. He and his wife have three children, Brian, Heather, and Andrew.

LINDA N. LONG, BBA '75, received her CPA in 1976 in Illinois and received her MBA from Darden School of Business in 1979. She is an associate with Salomon Brothers, an investment bank on Wall Street.

DAVID L. CRAIG, MBA '75, was promoted to audit supervisor in 1980 for Peat, Marwick, Mitchell & Co. in Chicago.

'76 MARATHA J. POHLOD, MBA '76, is one of five municipal bond traders in the state of Michigan. She trades municipals for customers' accounts as well as her own trading portfolio. She specializes in making a market in Michigan-issued bonds as well as short-term notes and general-market high grade names.

WILLIAM A. WOOD, MBA '76, completed his MBA while serving as NROTC instructor at U. of M. Subsequently he served a three year term in San Diego as an executive officer of the USS Plunger, a nuclear attack submarine. Presently he is a member of an examining team that verifies, on an annual basis, that each of the Navy's nuclear ships in the Atlantic fleet administer, maintain, and operate their nuclear reactors properly in terms of maintaining reactor safety. He is stationed in Norfolk, Virginia.

JUDY M. HENDRICKSON, MBA '76, moved to Connecticut in 1979 and is a loan administrator with Connecticut Bank & Trust in Darien. She has one son, Scott.

STEPHEN B. SPOLAR, BBA '76, earned a J.D. from Duke University and a master's in industrial and labor relations at Cornell University. He is now a labor attorney with Buchanan, Ingersoll, Rodewald, Kyle, and Buerger in Pittsburgh.

STANLEY E. WALLACE, MBA '76, works as a development engineer with Reliance Electric in Athens, Georgia and is also completing his dissertation from Clemson University where he is getting a Ph.D. in engineering management. He and his wife enjoy living in the southeast.

GREGORY B. KEYS, BBA '76, spent three years with Laventhol and Horwath CPAs, two of which were in Anchorage, Alaska. He is now a senior accountant with Arthur Andersen & Co. in Toledo.

James Hammond, MBA '78, has started his own business growing mushrooms

"It seems I'm continually trying to figure out what each step of the process costs and where I can effect savings," says James Hammond, MBA '78, of his mushroom growing business. "It all comes out of my pocket, so I get real interested. I often think about the small business classes I took with Professor Hosmer, especially the cases and discussions dealing with the difficulty of running a small business. I should reread my marketing text and I will be checking out my accounting text as I just incorporated."

Jim started growing exotic oyster mushrooms in a small growing shed in his house, and gradually expanded to a two garage and one employee operation while still keeping his job as director of Castle and Cooke's mushroom growing plant in California. In October, 1980, he decided to scale up his own operation (entitled "Hazel Dell Mushrooms, Inc."), so he quit his job and moved his mushrooms to a leased 10,000 square foot warehouse. He now has five employees. He says, "I can't afford to hire enough people so that I can simply direct the operation, so when I need to get things done, it frequently requires the physical labor of yours truly. Also, I have had to learn the secrets of direct supervision of subordinates from general laborers to highly skilled technical people."

Oyster mushrooms are oriental style mushrooms that are grown organically on a sterilized mixture

of straw and sawdust. They have unique flavor and texture which is quite different from the common button mushroom, and because they are more expensive to grow, they command a price of two or three times the button mushroom. Hazel Dell sells direct to health food stores, private supermarkets, restaurants and delicatessens.

Jim says the most trying aspects of the business are equipment failures ("I hate being a mechanic but have to") and biological failures, when "we think we've done everything just right but a large percentage of the crop fails, usually due to contamination."

Only about 6 out of 40 mushroom growers in California grow these exotic varieties, says Jim, and they use a wide variety of processes. His largest local competitor is a firm staffed by Stanford MBAs and financed by Hong Kong venture capital. Jim was particularly delighted to attend a seminar on exotic mushrooms given by some Stanford MBAs. He drew up a list of questions that he would like to know about his competition, and conveniently, students in the seminar asked every one of them as well as some he hadn't thought of. "I left that seminar with a good deal of information about my competition that I never would have obtained otherwise," he says with a grin. "Basically, though, the competition is still so limited that I can set my own prices based on what I need and think I can get."

DULCY A. DOYLE, BBA '76, is a senior planning analyst with Gatz Corporation in San Francisco.

MICHAEL R. MOSHER, BBA '76, received a J.D. degree from St. Louis University School of Law in 1980. He is an associate with the law firm of Norris and Keyser in Grand Rapids and a member of the State Bar of Michigan.

GEORGE P. HOLST, BBA '76, is assistant to the supply officer/controller at the

Naval Air Facility Detroit in Mt. Clemens, Michigan.

RICHARD A. BRASLOW, MBA '76, is a senior financial analyst with Baxter Travenol, the largest supplier of intravenous solution in the U.S. He and his wife (MSW 1976) live in Deerfield, Illinois, along with their Siberian husky.

ROBERT W. PEABODY, BBA '76, is director of internal audit for Trailways, Inc. of Dallas. He is also treasurer and co-founder

of Growing Churches, International which is also based in Dallas.

JAMES D. WARREN, JR., MBA '76, is a senior consultant with Price-Waterhouse & Co. in San Francisco. He sings with the San Francisco Symphony Chorus, is a church organist, and has given three recitals in the Bay Area.

GLENN T. RADER, MBA '76, is manager of management sciences for Comshare Inc. in Ann Arbor. He was previously with Atlantic Richfield, but returned to Ann Arbor so his wife could attend Dental School and start a practice in the Ann Arbor area.

EDMUND O. PRICE, MBA '76, recently received his CPA certificate. He writes that he did the musical direction for "The Fantasticks" which was presented in Dearborn.

PAMELA V. HUTTENBERG, MBA '76, was married to Brent Bergin (MBA '76) in August 1980 in New York City. She and Brent met at the B-School. She works for Arthur Andersen in New York City and Brent works for Chase Manhattan Bank in New York. Brent has recently returned to NYC after spending two and one half years working for Chase in Germany. Two of their classmates, Jerome VanOrman (MBA '76) and Bill Amdur (MBA '76) were in their wedding.

ROBERT J. AUSTER, BBA '76, completed his J. D. degree in 1980 from the evening division of the Detroit College of Law. He is an associate consultant with Coopers and Lybrand in Detroit.

WILLIAM J. BOHAN, MBA '76, is a safety engineer associate with Ford Motor Company in Dearborn, and recently gave a presentation on "The Vehicles of the 80s" before the National Conference of Governors' Safety Representatives in Baton Rouge.

LYNN A. DAPKUS, BBA '76, completed her MBA at Indiana University and says that although she liked this "other" Big 10 school very much, "I am still a faithful Michigan fan." She is now working as a technical applications consultant for Rapidata in Southfield, Mich.

RICHARD A. SUNDQUIST, BBA '76, was recently admitted to the State Bar of Michigan and also recently became an associate with the law firm of Cross, Wrock, Miller, & Vieson in Detroit.

C. MICHAEL KRUSE, MBA '76, was promoted to assistant vice president of Bankers Trust Company in Madrid, Spain. He is responsible for all public

relations for Bankers Trust Company's newly opened branch in Spain.

J. BRIAN HOYT, MBA '76, is a manager of market analysis with Whirlpool Corporation in Benton Harbor. His duties include forecasting, economic monitoring and interpretation and quantitative marketing analysis.

SCOTT C. WOODISON, MBA '76, returned to IBM as a systems engineer after completing his MBA. He is presently involved in a pilot project within IBM which is evaluating the feasibility of mass marketing of computer software.

GORDON L. KLEIN, BBA '76, graduated from U-M Law School in 1979 and accepted a position as professor of taxation at California State University. He has also started a firm, Westin Publications, which publishes business and professional materials.

JONATHAN L. SMITH, MBA '76, joined Citibank in New York following his graduation and in 1978 transferred from the New York Office to the Chicago office where he continues as senior account officer in real estate construction lending.

77 DAVID J. DONOVAN, MBA '77, is getting advanced education in how to merge two million dollar companies. He is manager of planning with Dart Industries in Los Angeles.

JAMES L. CALDWELL, IV, MBA '77, is a loan officer with National Bank of Detroit and in August 1980 married Barbara McMahon of Royal Oak.

CHARLES F. ROBERTSON, MBA '77, recently returned from a three year assignment with Ford Motor Germany working on the Erika (World Car) program.

JOHN L. PEHRSON, MBA '77, recently opened an independent management consulting practice in Grand Rapids, Michigan, serving the western Michigan business community. It is a general business consulting practice, with some emphasis in financial, strategic planning and personnel areas.

JOAN E. HAUSER, MBA '77, was recently named manager of headquarters employment and placement with IBM in Franklin Lakes, New Jersey.

JOHN P. MOTZ, BBA '77, is now in Cleveland where he is completing his ROTC obligation as a control branch director with the U.S. Navy Finance Center.

THOMAS E. CHANDLER, BBA '77, is a law student at George Washington

University. Upon graduation he hopes to practice either in Washington, D.C. or Detroit.

CHARLES P. CARY, BBA '77, is an employee benefits counselor with Wyatt Company in Washington, D.C. and recently toured Mexico.

LARRY D. HARDER, MBA '77, is currently serving as an executive assistant to the deputy assistant secretary of defense for audit with the U.S. Navy in Arlington, Virginia.

DAVID D. WARNER, BBA '77, is a 1980 cum laude U-M Law School graduate and received the certificate of merit-business planning in 1979-80. He is an attorney with Jaffe, Snider, Raitt, Garratt, & Hever in Detroit.

JAMES J. LUTTENBACHER, BBA '77, is on an educational leave of absence from Coopers & Lybrand while attending Graduate School of Management at Northwestern University.

TIMOTHY R. SULLIVAN, BBA '77, is a senior staff auditor with Arthur Andersen & Co. in Detroit.

ALAN S. GROMETSTEIN, MBA '77, has been working on a project to design and implement a capital budget accounting and budget information system for the city of New York. This system is the final component of the City's Integrated Financial Management System that American Management Systems has developed for NYC. He was responsible for coordinating the efforts of the team members to ensure that all parts of the system were ready as needed, and for training city personnel in how to use and run the system. Presently he is managing a follow-up effort to support the city's use of the system.

ALAN S. ADAMS, MBA '77, was married in 1978 to a graduate of Purdue University. He works with such other 1977 U-M-GSBA grads Jeff Frost and Bob Rogoz. He is a commercial banking officer with American National Bank of Chicago.

DOUGLAS E. JOSLIN, BBA '75, MBA '77, is a corporate auditor with Owens-Corning Fiberglas in Toledo and is preparing to take the CPA exam. His wife is an intensive care nursery instructor at Toledo Hospital.

JAMES A. D'AGOSTINI, BBA '77, recently graduated from the U-M Law School (1980). He is an associate attorney with Bassey, Selesko, Couzens, & Murphy in Southfield.

DAVID A. ESTES, MBA '77, was promoted to senior analyst with El Paso Natural Gas Co. in El Paso. He is married and has one child, Holly.

'78 DONALD C. HOUSE, JR., MBA '78, is living on a 250 acre grain and vegetable farm 45 miles NW of Ann Arbor. He is controller for the United Methodist Retirement Home in Chelsea. He is active in The Word of God (an ecumenical Christian community in Washtenaw County) and is treasurer of the Board of Directors of the United Methodist Renewal Services Fellowship.

KENNETH L. SOJKA, BBA '78, is assistant executive director of the Metropolitan Professional Golfers' Association of America, Inc. in New Rochelle, New York. The Met PGA is one of forty PGA sections in the country, and is responsible for the education, employment and tournament programs for club professionals and particularly for juniors.

SAMUEL J. DRELLES, BBA '78, is a collateral inspector with American Bank & Trust Company of Lansing. He visits firms that have secured lines of credit over \$100,000, auditing their books and analyzing their financial statements. He began a golf league at the bank and played on the bank softball team. He writes that he receives "a lot of flack as a Wolverine in Spartan country, but I post my wolverine plaque proud above my desk."

BRENDA J. GREEN, BBA '78, is a senior financial analyst with the U-M Medical School Administration and was married in 1980. Her husband is attending U-M Medical School.

JAMES M. PETRAS, MBA '78, began with Continental Illinois National Bank in Chicago and in 1979 was transferred to the Cleveland Loan Production office.

DAVID J. HAZEL, MBA '78, is a salary analyst with IBM in Rochester, Minnesota.

COLBY A. CHAPMAN, MBA '78, has a son named Justin, born November, 1979. She is a financial analyst with Sears Roebuck and Company in Chicago.

NEIL T. WIELAND, BBA '78, is an accountant with Robert F. Murray and Company in Bay City. His future plans include progress toward the auditing area with additional involvement in taxes.

ROBERT E. KASKA, BBA '78, is currently enrolled in a managers program with the J. K. Kellogg Graduate School of

Stanley Guinn, BBA '79, MBA '81 receives award



Stanley W. Guinn, BBA '79, MBA '81, pictured above, received the new student performance award, sponsored by the Monsanto Company, for the highest overall score of all students taking the Certificate in Management Accounting examination. This was the first time the student performance award was given. The award was announced by the Institute of Management Accounting. Guinn also passed the CPA examination on the first sitting.

Management of Northwestern University and is in sales with the Chicago Electric Company.

RICHARD T. HALL, JR., BBA '78, recently completed 10 exams for Chartered Property and Casualty Underwriter and is an account executive with Johnson & Higgins in Detroit.

LARRY L. HELMKE, MAS '78, recently passed his seventh actuarial exam and took on responsibilities as regional manager for one quarter of the country for the variable annuities sold by Lincoln National Life Insurance Co. in Fort Wayne, Indiana.

MICHAEL B. SADOFSKY, MBA '78, is currently in charge of two new products which are being tested in Omaha and St. Louis/Kansas City. He is an assistant product manager with Kimberly-Clark Corporation.

'79 PAUL A. LOEFFEL, MBA '79, was promoted to controller and treasurer of I.T.S. Ltd. in Bermuda. I.T.S. owns and operates a fleet of reefer vessels primarily engaged in the carriage of Dole bananas from Central America.

KENNETH J. SVOBODA, BBA '79, is a law student at Wayne State University and expects to graduate in 1982.

TIMOTHY J. GATES, BBA '79, was married to C. Lynn Brown (BBA '79) in June 1980. Lynn is a marketing associate for GTE in Stamford, Ct. and Tim is a credit analyst with Clark Equipment Credit Corporation in Windsor, Ct.

HARRY PEISACH, MBA '79, has started a real estate development firm in the Miami area.

BRUCE A. PLAUT, MBA '79, recently started Kubeara Inc. in Fairfield, Iowa, which offers banking and consulting services to individuals and institutional investors in the precious gem field.

JOHN L. KRAUS, BBA '79, is a law student at Case Western Reserve University.

KATHRYN L. SCHWARTZ, BBA '79, was awarded an Elijah Watts Sells certificate for performance "with high distinction" on the November 1979 CPA exam, one of 99 such certificates awarded nationwide. She is staff accountant with Deloitte Haskins & Sells in Saginaw.

CLINTON D. MORRISON, III, MBA '79, is a regional auditor with Esso Eastern in Tokyo. He was amazed to find a large and active organization of Michigan alumni in Tokyo and would like to hear from friends back home.

LEE ANN MIDDLETON BOLLERT, BBA '79, is group manager for the Broadway Department Store in Los Angeles. She is married to Duane Bollert (BBA '78) and he is enrolled in an MBA program at UCLA.

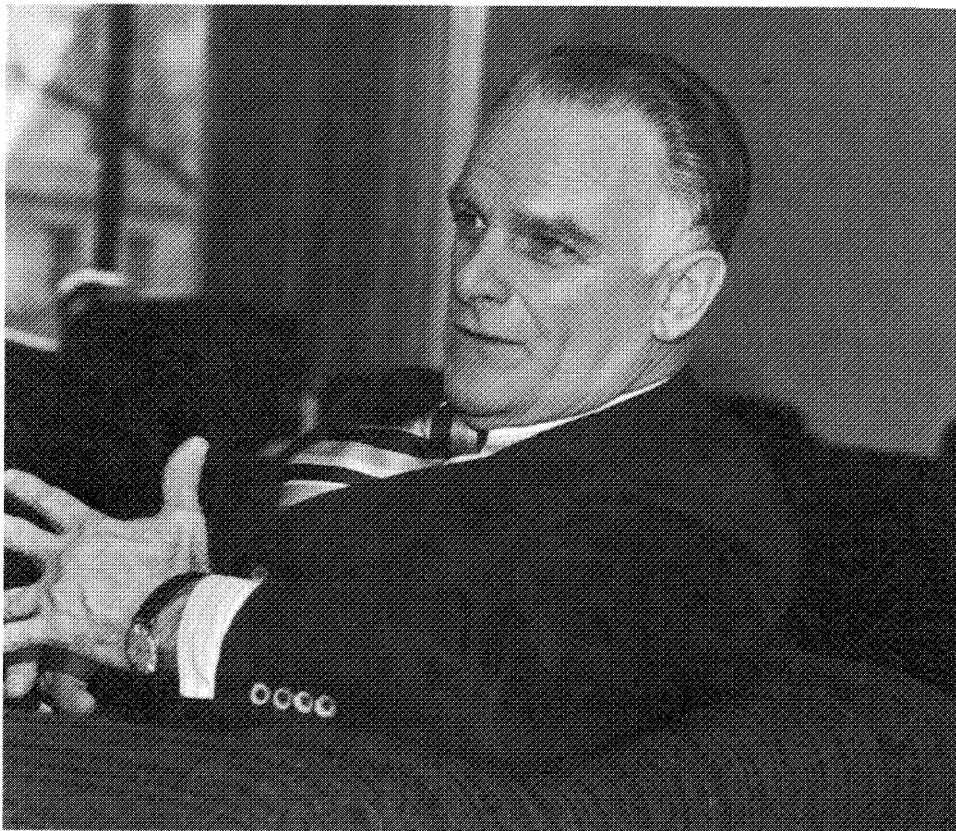
DAVID B. JOHNSTON, MBA '79, is a financial analyst with United Technologies Corporation in Dearborn and shares a flat with Geoff Dampier (MBA '79) who works at Burroughs as an international financial analyst also.

Norman Auerbach, AB '41, MBA '47, Chairman of Coopers & Lybrand, talks to students about managing a large professional firm

"How do you get to be Chairman and CEO of a major public accounting firm? Very simple. Get a good foundation, a broad based education—more specifically go to Michigan and get your bachelor's and MBA!" The speaker is Norman E. Auerbach, AB '41, MBA '47, Chairman of Coopers & Lybrand, an international public accounting firm with over 25,000 personnel and a world-wide volume of close to \$850,000,000. Auerbach came to the Business School recently and talked to students about the organization of a public accounting firm and some of the unusual challenges in the management of such a large professional firm.

"What is different about managing an accounting firm as compared to a company manufacturing widgets? An accounting firm is a partnership—yet it is a large organization which must be managed with a corporate type structure. How does one accommodate the sense of equality which characterizes partnership, the desire to be a participant in the management process, and yet have an efficient line type function? Both must be accommodated, requiring substantial attention to ways of encouraging participation in the decision making process and extensive communication on what is going on. Partners do not want to be treated like employees, or feel like employees."

"Another thing that's true about accounting firms is that, as a general rule, we develop our own people. In the corporate world it's commonplace to draw from the outside, but we tend to focus on internal development. That can create special problems when we seek to fill management roles. For example, the partner who commanded the greatest respect in his office was usually the best accountant. After all, we are a professional firm. All too often, that stature resulted in that partner



being given the responsibility for managing the office. And you have converted a superb professional accountant into a mediocre or poor administrator! If there was ever an area where the Peter Principle can abound, it's in a professional practice. At C&L, we are learning to focus on our partners doing what they do best."

Auerbach, who received a law degree from St. Johns University, served as head of tax operations in the Coopers & Lybrand New York office, as managing partner of the New York office, and as Associate Managing Partner before becoming CEO in 1976. He had some advice for students as follows:

"One lesson that I've learned along the way as far as moving up the ladder in any organization is—don't look beyond your next assignment. That may sound like unusual advice and not appro-

priately visionary, but the biggest problem young people have today is impatience. When they have their sights way beyond the immediate, they forget about doing today's task well. It may even seem dull by comparison to the great challenges of the future. The result—impatience, a loss of interest and a task poorly done. Take it step by step and try to do each job that you're asked to do as well or better than it's ever been done before. Don't worry whether every aspect of your particular responsibility at that time of your career necessarily challenges you to the limit. It doesn't happen that way. What's important is to earn the reputation for doing every job well even those that are not the most challenging! You will get your share of challenges!"

C. LYNNAE BURTON PICKENS, BBA '79, is a practicing CPA in the state of Illinois for Deloitte Haskins & Sells. She married James Pickens (BBA '78) in June, 1980. He is currently attending Northwestern for his MBA.

BARBARA CAPLAN RUSSELL, MBA '79, is a senior financial analyst with General Motors Corporation. She married Tom Russell (MBA '81) whom she met while taking her one evening program class.

JAMES D. O'BRIEN, BBA '79, is a staff accountant with Arthur Young & Co. in Detroit. He passed his CPA exam in May, 1979.

MARLA SUE SCHECHNER, BBA '79, is a junior planning analyst with Philip Morris Inc. in New York.

ERIC STERNBERG, MBA '79, lives with his wife, Nancy, and son, Cole, in Richmond, Virginia where he is a computer systems sales rep with Hewlett-Packard.

KENNETH W. CRAWFORD, BBA '79, started with Ernst & Whinney in 1979 as a staff accountant and was promoted to advanced staff accountant in July, 1980. He passed the CPA exam in 1979. He was married in 1979 and now lives in Redford, Michigan.

LAURENE A. ROURKE, BBA '79, worked for IBM in Amsterdam for six months in data processing, performing internal studies and competitive analysis. Upon returning to the States she has been in IBM's training program in the Southfield office. She is a systems engineer.

'80 MICHAEL D. FOLEY, BBA '80, is an assistant accountant with Peat, Marwick, Mitchell, & Co. in Detroit. He successfully passed the CPA examination in May, 1980.

JANET L. MIRSKY, BBA '80, is currently rooming with two other recent U-M grads, Kathy Shatusky (BBA '80) and Jody Turin (BS '80) in Chicago. She plans on entering Northwestern's MBA program in the near future and loves Chicago. She is in a two year management program with American National Bank in Chicago.

BRIAN L. HICKS, BBA '80, is now in charge of commercial leasing and data processing at Hicks Brothers in Okemos. He says, "Greetings to all fellow BBAs—may the poor MBAs never catch up with us!"

PAUL KARAS, MBA '80, is assistant to the director of acquisitions and special projects with Santa Fe Industries in

Chicago. His responsibilities are project-related in strategic planning, financial and technology analysis. Santa Fe Industries is a holding company with interests in natural resources, transportation and construction. As much as Paul enjoys his new position he says he misses his old job with KEZ productions at the B-School (KEZ was a social organization dedicated to providing the best parties in Ann Arbor. K is for Karas, E is for Eckhardt and Z is

for Zettel—all members of the class of '80).

DAVID B. GROSS, MBA '80, is a credit analyst with American National Bank of Chicago in Chicago. Currently he is rotating through the various lending divisions within the bank, while participating in a training program as well. He says the job is extremely challenging as well as demanding. In retrospect, he states, "PC-659 and PC-551 were pieces of cake compared with this."

Ph.D. Notes

OTHEL J. CURRY, Ph.D. '39, is dean emeritus of the College of Business Administration of North Texas State University in Denton, Texas. He is currently president of a 550 member chapter of Denton area retired people. He keeps himself busy with investments, real estate and ranching and is looking forward to his 55th wedding anniversary.

EARL A. SPILLER, JR., MBA '57, Ph.D. '60, is currently serving as chairperson of the accounting department at Indiana University. He moved to Indiana in 1978 after serving on the faculty of Washington University in St. Louis after his graduation in 1960.

CHARLES N. MOORE, Ph.D. '62, is professor and department head of business statistics and data processing at Mississippi State University. His oldest daughter, Mary Grace, was born in Ann Arbor 27 years ago and is now working as a research associate for ISR, living within sight of the

place where she was born. She loves Ann Arbor.

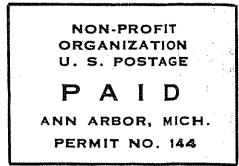
ERNEST J. PAVLOCK, Ph.D. '65, is professor of accounting at Virginia Polytechnic Institute and State University in Blacksburg, Virginia. He spent 14 years with Touche Ross & Co. in New York as a partner and director of education before accepting the professorship at VPI in 1980.

JOHN F. DEWHIRST, Ph.D. '68, is associate professor of accounting at York University in Ontario, Canada and is currently working on a book entitled: "Philosophical Foundations of Financial Accounting Knowledge and Practice," which he hopes to complete while on sabbatical leave in 1981-82.

KENNETH G. HARDY, MBA '66, Ph.D. '69, is an associate professor at the University of Western Ontario in London, Ontario, Canada. He writes that the first edition of *Canadian Marketing: Cases and*

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Ph.D. Notes

Continued from page 59

Concepts, by Hardy, Pearce, Kinnear and Ryans, has become widely accepted in Canada after its introduction in 1978. (Kinnear is also a U-M graduate and is currently on our marketing faculty). Professor Hardy tells us that he has started a new course entitled, "Trends in Canadian Markets," which looks at future buyer behavior and retail patterns, and that his remaining teaching is in marketing planning.

MARK A. VONDEREMBSE, Ph.D. '79, is assistant professor of computer systems and production management at the

University of Toledo. He is coordinator of the production management major within the business college. He is a member of the faculty affairs committee which decides promotions and tenure as well as faculty grievances, and is also a member of the college building committee. He has published nine articles and one book. His 1980 publications include: "The Validity of Computer Generated Tests for Classroom Use," "Decision Making in Continuous Steel Casting," "Production Planning for Master Slab Casters," "A Mathematical Programming Approach to Scheduling Master Slab Casters in the Steel Industry."

FLOYD E. MOAN, Ph.D., '70, is president of Noma corporation in Mechanicsburg, Pa. which he describes as "a small corporation struggling to cope with federal, state and local bureaucracies in an attempt to get things moving relative to an alternative food distribution system." He says dealing with big agriculture is very frustrating; that small farms will cease to exist if this is allowed to continue, but that the whole issue is extremely complex. He writes that his wife, Annmarie, is seriously ill, but manages to "pick up the pieces" and that his son, Patrick Cass Moan, is an excellent student and "one heck of a soccer player."

Cut Along This Line. Address on Other Side.

WE WANT TO HEAR FROM YOU!

Believing that a two-way flow of information between the School and its alumni is important and mutually beneficial, we are continuing to publish a postcard on which we invite you to write us. Unless you indicate otherwise, we will feel free to publish your remarks in a letters column.