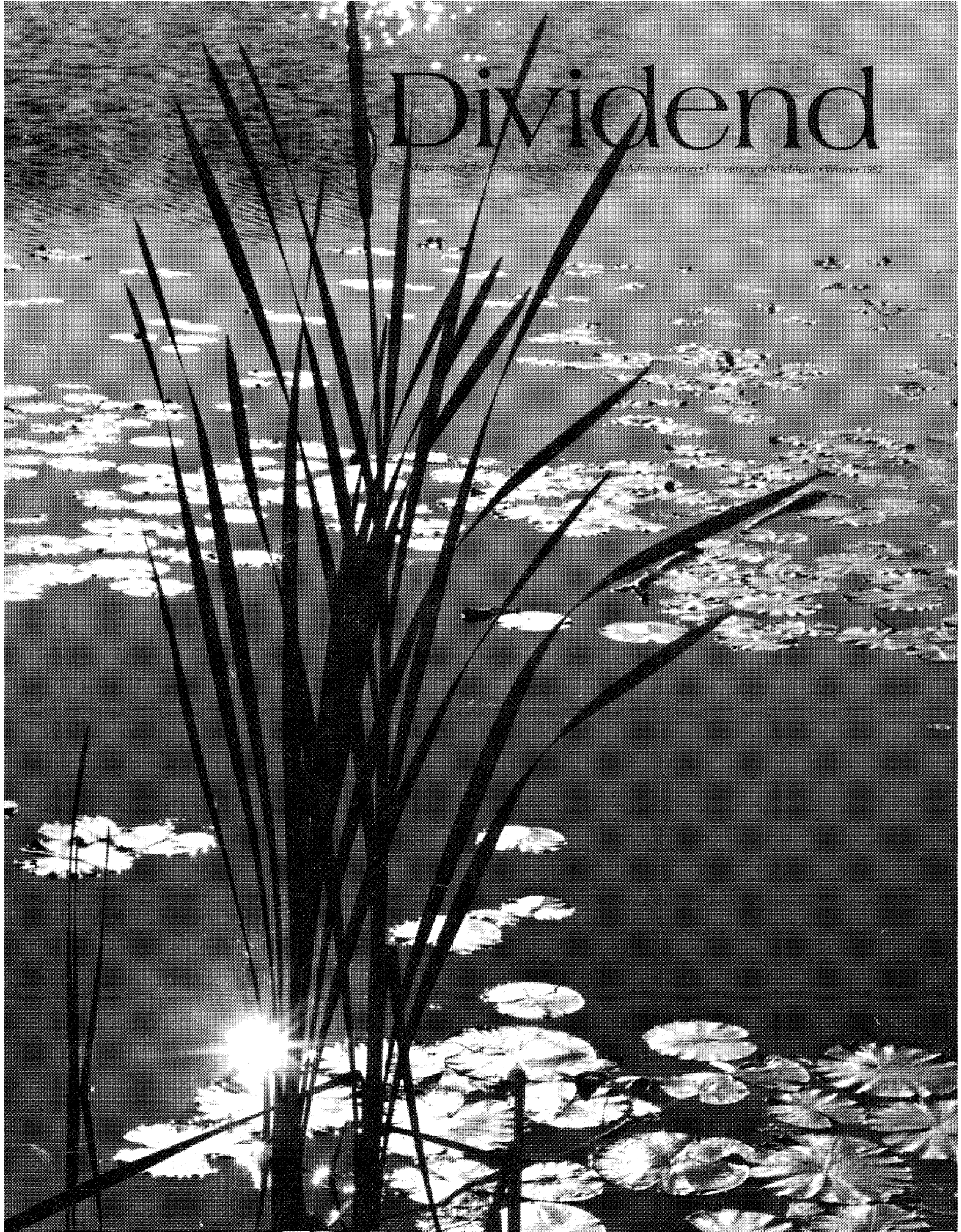


Dividend

The Magazine of the Graduate School of Business Administration • University of Michigan • Winter 1982



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Vol. XIII, No. 2

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Monte Nagler, MBA '63, started taking pictures 10 years ago and now has a rapidly growing national reputation. In 1979, he won a three week trip to Spain as grand prize winner in the first annual Detroit News Color Photo Contest, and last summer he went on a photographing expedition to Baffin Island in the Canadian Arctic. He also owns and operates two Midas Muffler shops. This article tells more about Monte and his photography, and includes several of his special pictures.

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How are we doing as a business school? What are our strengths, our weaknesses, our potentials? What kinds of issues should we be thinking about for the future? What kind of professional managers are we trying to turn out? We assembled six faculty members with a wide diversity of backgrounds, and asked them to discuss these questions for about two hours. An edited version of their remarks is printed here.

Working on the Railroad by Stuart M. Reed, MBA '50 15

When Conrail was created out of the bankruptcies of six predecessor railroads in 1976, the ink on the bottom line was a vivid red. But Conrail is now showing a profit. Here its president and chief operating officer discusses the strategy for accomplishing this, including the improvement of the physical plant, improvement of customer service, cost reduction programs, improved marketing efforts, and the reaching of several historic agreements with various railroad employee unions.

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The Business School library has a new director; George Shultz receives Business Leadership Award; Strosacker Foundation gives \$100,000 for summer research; Donald C. Cook dies at 72; George Seidel receives faculty recognition award; Dow Chemical's chairman visits the School as Executive-in-Residence; Law School dedicates its library which is three stories underground; Business School Phonathon is a big success.

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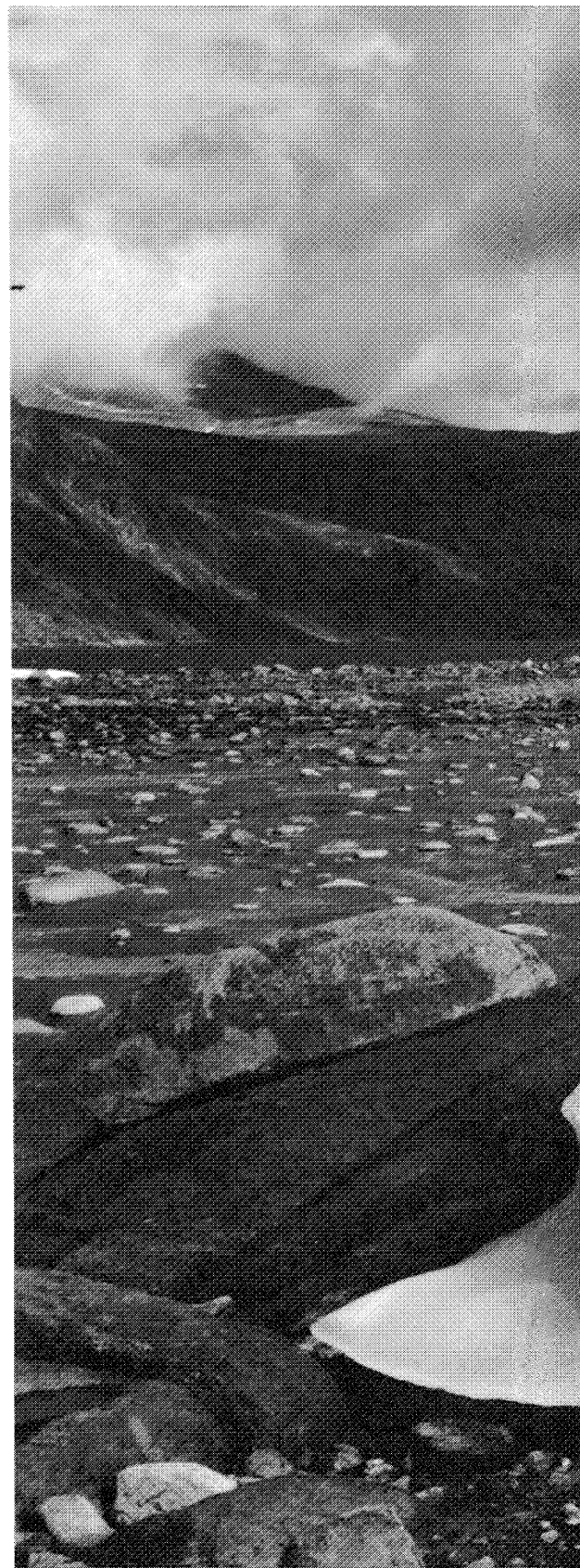
This picture by Monte Nagler, MBA '63, exemplifies a necessary ingredient in photography—patience. Monte waited for hours to take this shot, until the sparkles from the rising sun were in exactly the right position. For more on Monte and his pictures, see following pages.

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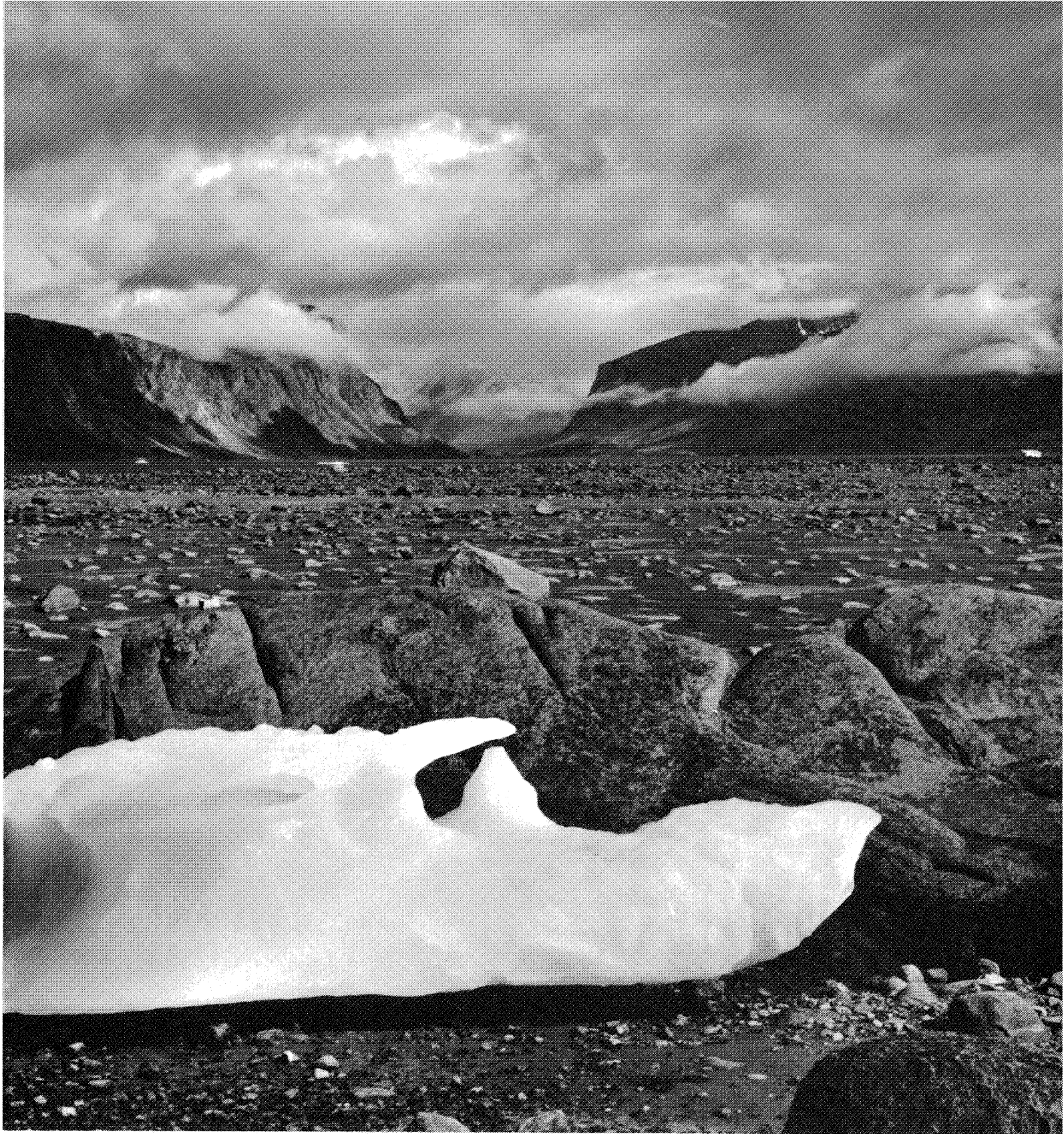
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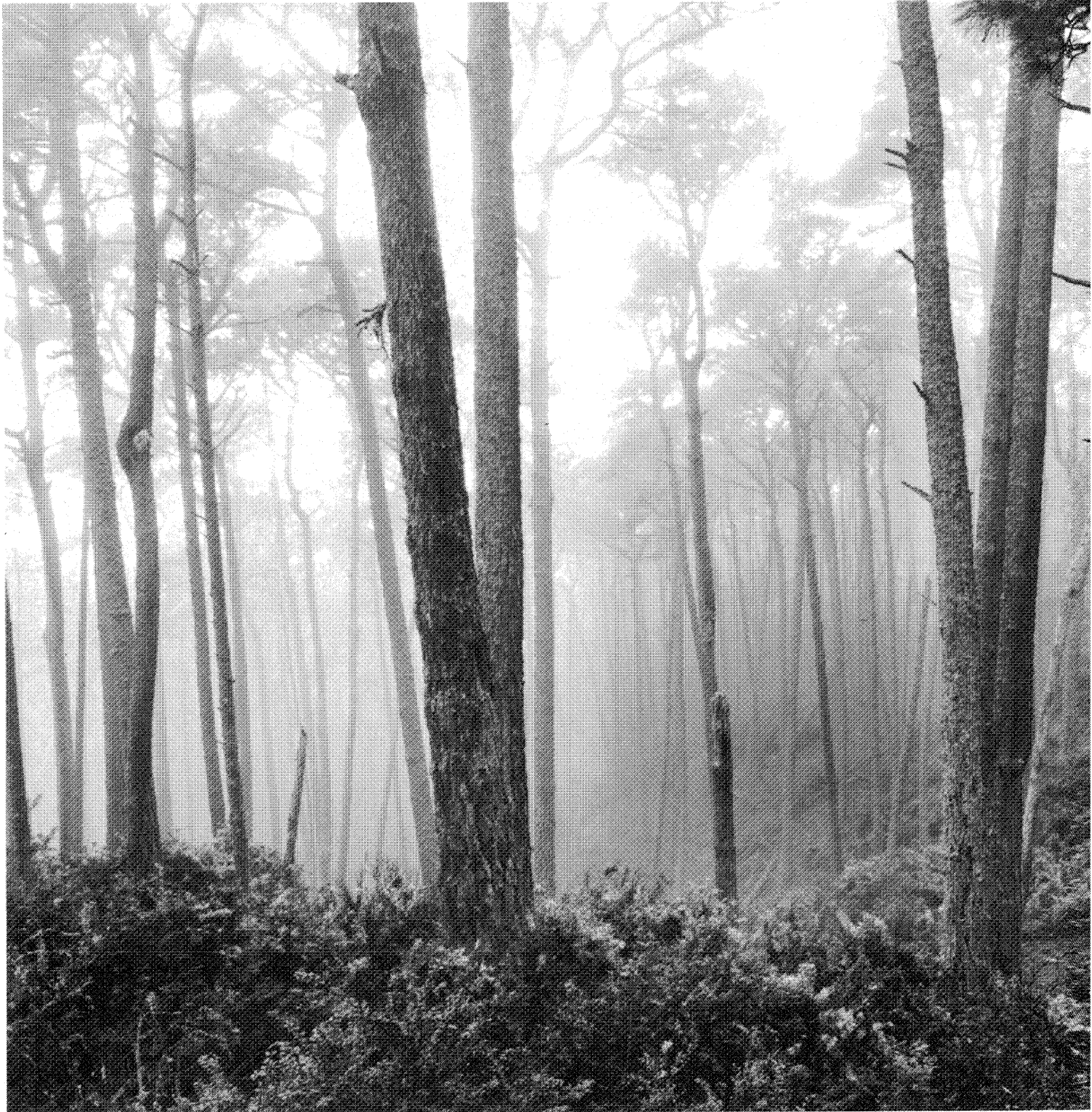
The Land That Never Melts



Monte Nagler, MBA '63, set out last summer with three friends to take pictures on Baffin Island in the Canadian arctic. Above is "Iceberg Slipper," taken at low tide in the Pangnirtung Fiord. Two hours after Monte took this picture, the spot where he had been standing was covered by 30 feet of water. "Because of the extremely rocky bottom," says Monte, "low tide would leave hundreds of ice floes stranded like sculpted whales until high tide came to their rescue." The entrance to Auyuittuq National Park in the background, is 27 miles away. Auyuittuq, in the language of the Inuit eskimos, means "the land that never melts." Monte started taking pictures 10 years ago and now has a rapidly growing national reputation. For more, turn the page . . .

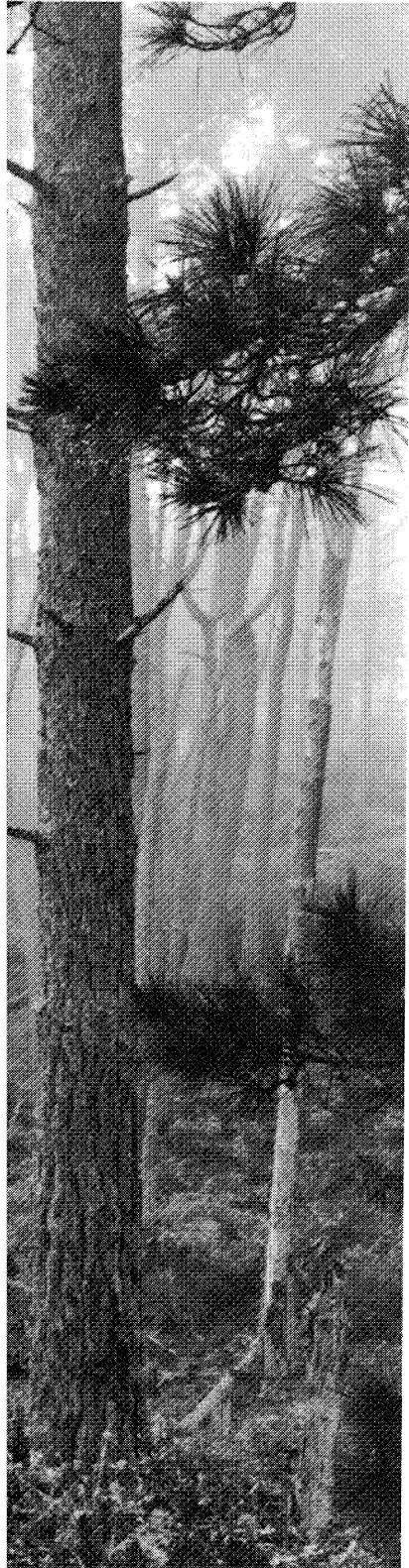


Seeing With The Inner



Eye

"Two people can take the same tree, but they will come up with two different pictures, because the true lens of the camera is the mind and heart of the photographer."

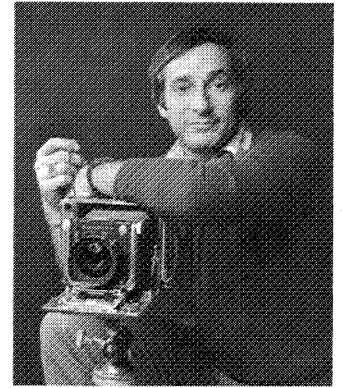


Ten years ago, Monte Nagler, MBA '63, took a vacation from his work as president of Nagler Auto Service Inc. in Farmington (a Midas Muffler Franchise), and went to Hawaii with his wife. While there, he took a few pictures with his Instamatic camera, but when he had the film processed, none of the pictures came out. That upset him. "In fact," he says, "I was upset enough to go out and buy a 35 mm. camera and a book on photography and start taking pictures. The family liked my pictures. The neighbors liked my pictures. I joined a camera club, and one thing led to another."

That is something of an understatement. In 1979, Monte won a three week trip to Spain as grand prize winner in the first annual Detroit News Color Photo Contest. He had also had several one man shows in galleries throughout the country (the most recent at the Blixt Gallery in Ann Arbor), writes a column on photography for the Observer newspaper chain, and teaches photography classes and workshops. Last summer he spent several weeks on a photographing expedition in the Canadian Arctic. He also still owns and operates two Midas Muffler shops.

When Monte starts talking about photography, you can see where his heart is, and why his pictures are so effective. "You have to see things with your own unique inner eye," he explains. "A photograph is a visual expression of the relationship between you and your subject. Who is it that does a painting? The paintbrush? Who writes the poem? The pen? And who takes the picture? The camera? The answer is no! The camera doesn't take the picture, *you* do. By the camera angle, the choice of lens, the angle of light, the type of film you choose, you are making your own personal statement. In effect, you are saying, 'This is what I saw. This is what I felt. This is what I want to share with you.' If you really start *looking*, I guarantee you will see things you never saw before—how light beams sparkle through a tree's up-reaching branches, or how a fleeting expression of joy accents your child's face. This is how I encourage students in my photography classes to think about their pictures. I want them to become poets with their cameras."

Monte is self taught, except for one week that he spent, studying with Ansel Adams at a workshop



Monte Nagler

in 1979 in Yosemite. "It was during that week," he reflects, "that I realized making photographs is a way to experience beauty instead of just looking at it."

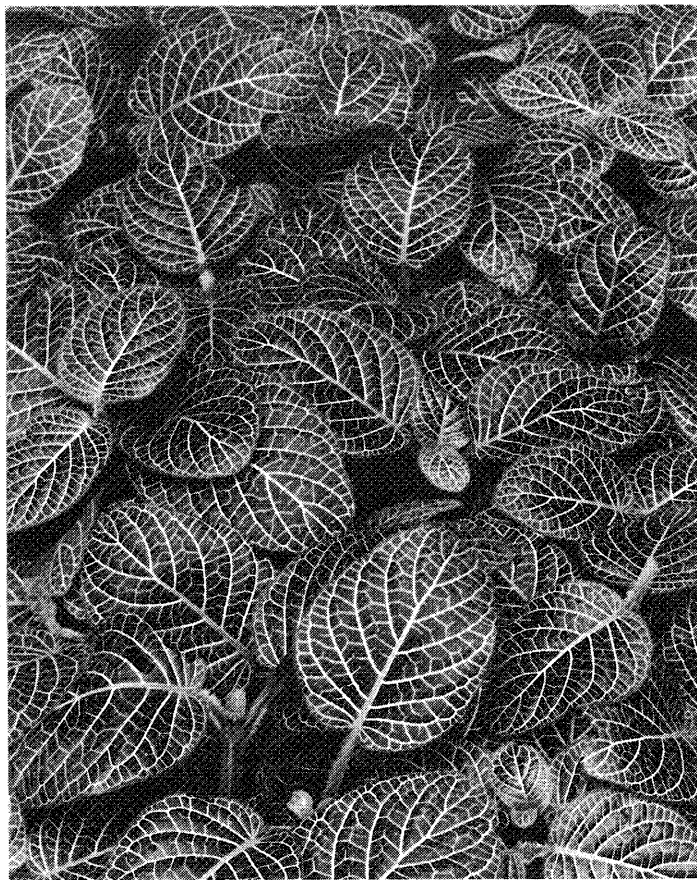
You often feel, when looking at Monte's photographs, that he has captured a meaningful but transient moment. For instance, "Broken Fence" (page 7) was taken when Monte was exploring the cemetery of a ghost town in Nevada. He was walking close to the fence, and all of a sudden he looked up and "there were those clouds like I'd never seen before." He took the picture. The memory of this image was so powerful that six years later, he drove back to the same place and stood in the same spot. But the moment was gone. "The sky was just ordinary," he says, "the fence had collapsed, and I

◀ *"I was on 17 mile drive in Monterey, Calif. when I saw this picture," recalls Monte. "There was a misty, light rain, and a little bit of fog, my favorite kind of day to shoot in because I like to put mood in my pictures. I saw the particular grouping of trees, stopped the car, took about 20 minutes to set up the view camera, and took the picture. Sometimes you know you have captured the moment. This was one of those times."*

couldn't even bring myself to take a picture."

The photograph that won Monte first place in the Detroit News Color Photo Contest was taken in Rome. He passed an old Italian woman on a stairway, and was impressed by the character in that ancient face. At the top of the stairs he put a telephoto lens in the camera to move her image up close. "Just as I was ready to shoot," he recalls, "she saw me out of the corner of her eye and shielded her face. That's when I realized the picture was not in her face—it was in her hands."

Although Monte's earlier photographs were predominantly taken in color, he now works mostly in black and white because he finds that medium lends itself more to his personal expression. "Through its tones and contrasts," he explains, "black and white brings out the mood and composition of a picture, whereas in a color photograph, it's the color itself that dominates." He also now uses large format cameras rather than the 35 mm. format. Besides giving his pictures a wonderful sharpness of detail, the view camera also forces the photographer to slow down. "When you're the black cloth of a view camera," Monte muses, "you take more time and communicate more with your material. I have gone out for hours at a time and come back with only one or two pictures. The most I've ever taken in one day is eight pictures. To get 'Reeds and Lillies' (pictured on our cover) I waited for two hours until the light was just right.



This close up study of Fittonia leaves was taken at the U-M Botanical Gardens, and, says Monte, is much more effective in black and white than it would have been in color.

And I took just one picture."

The most unusual of Monte's photographic adventures took place in August, when he set off for the Canadian Arctic to hike through the Pangnirtung Pass, described by National Geographic magazine as "the most uninhabitable place in the world." Accompanying him were photographer Chuck Elfont of Huntington Woods, Chuck's wife, Edna, and Greg Ducharme, a Canadian friend. The hikers trekked into the virtually unexplored Auyuittuq National Park on Baffin Island, fifth largest island

in the world. They carried 70 pound back packs (Monte trained for the trip by hiking around his neighborhood with 50 pounds of lead shot on his back).

Accessible only by canoe, Auyuittuq is treeless and dominated by the Penny Ice Cap, 2,000 square miles of solid ice. The trip was hazardous. Most of the glacial streams had to be crossed on foot. Slipping and falling would be dangerous, as a water filled backpack would be like a 200 pound anchor, and drowning in 18 inches of water would not be inconceivable. They hiked over

sand dunes, up and down large boulder fields, all the time encased in magnificent mountain ranges. Frequent high winds and driving rains made the environment even more inhospitable. Many gigantic and thunderous rockslides reminded them of yet another danger of their journey into this arctic wilderness where the sun rose at about 2 a.m. and didn't set until 11 or 12 p.m., giving them 22 hours of daylight.

Some of the pictures from the Arctic trip have been exhibited at the Deja Vue Gallery in Toronto, and Monte is now preparing a slide program on the trip to be given at various clubs and organizations in the Detroit area. He is also coming out with a limited edition portfolio of prints, to be released this year, and is looking forward to this summer, when he is to be a speaker at the international convention of the International Wildlife Foundation, to be held at the Hyatt Regency in Dearborn. Monte will also be having an exhibit there of his animal photographs, and will be one of the judges in the Foundation's photography contest.

And what about the future? Does Monte plan more trips to the Arctic? "I want to take more trips like that one," he says, "I want to go places where few people have ever been, see images that no one has ever seen before, and bring back those images on film to share. For instance, I'd like to photograph unexplored islands in the South Pacific, the interior of Australia and New Zealand, the jungles of Africa. I like to get off the



"Broken Fence" captures a magical and highly transient moment.

beaten track, and this can mean some danger. If you want to shoot waterfalls, you're going to get wet, and if you're going into the jungle, you've got to expect to be bitten by bugs. But that's all part of going to a wilderness where few people ever have been. When we were on our trip in the Arctic, never before have I felt such an awareness of the earth and its elements. It made the ruggedness and danger of the trip worthwhile, and pointed out to me the irony of all great adventures. The more difficult the environment, the more intense the thrill, the harder the challenge, the more it means to be alive."



Grand prize winner in the 1979 Detroit News Color Photo Contest.

What's the Mission?

Six faculty members discuss the role of the Business School, and what education should offer to managers.

Editor's Note: How are we doing as a business school? What are our strengths, our weaknesses, our potentials? What kinds of issues should we be thinking about for the future? We assembled six faculty members, and asked them to discuss these questions for about two hours. An edited version of their comments follows.

We chose our panel to include a wide diversity of viewpoints and experience. Members included: *Thomas Kinnear*, professor of marketing, who has been a member of our faculty since 1975. In 1979–80, he was a visiting associate professor at Stanford University, and he currently serves on the School's executive committee. *Alan Merten*, professor of management science, who has been on our faculty since 1974. He is currently chairman of the computer and information systems group, and chairman of the School's management education policy committee. *William K. Hall*, professor of policy and control, who has served on our faculty since 1969. In 1979–80 he was the Thomas Carroll Ford Distinguished Professor at Harvard Business School. He also brought a unique perspective to the panel, because at the time of the discussion he was going on leave from the

School and preparing to take up a new career as vice president, operations, of Cummins Engine Company in Columbus, Indiana. *F. Brian Talbot*, assistant professor of policy and control, joined our faculty in 1977. He is a member of the School's research and publications committee. *Cynthia Montgomery*, assistant professor of policy and control, has been a member of our faculty since 1978, and is currently on the committee for student support and affirmative action of the School. *Oded Gur-Arie*, lecturer in marketing joined our faculty in 1980. He was the recipient in 1980 of the Beta Gamma Sigma Outstanding Doctoral Student award. You will note that some members of our panel have been here for many years, and some are very new to our School. Several have experience teaching at other top business schools. Their discussion, we think, gives insight into a few of the issues that confront the Business School as we move into the decade of the 80s.

Merten: I would like to hear opinions on what kind of professional manager we are trying to turn out? Who should

come into the program? What should we do with the people who are here? What should they look like when they leave? What should they look like ten years afterward?

Dividend: There has been a lot of knocking of the MBA lately. It's been said that they are arrogant. They come in and want to manage the company right away. They are just interested in the financial side, the bottom line. *Time* magazine wrote an article last spring bringing up all these issues.

Kinnear: That article was published three times when I was an MBA student. It's just a rehash of the same old thing. Almost word for word.

Talbot: They took it out of the file and just updated it.

Hall: Those criticisms of the MBA are less true today, I think, than they were 20 years ago.

Kinnear: I think our students are generally very well received by the business community. One of the reasons they like to recruit at Michigan is because students have a realistic perspective of what to expect on the job. They don't have any grand illusions. They work hard. They are smart. They are well trained.

“One of the biggest problems in MBA programs in general, I think, is that the end products tend to be risk averters. You can see why it happens, because people coming out of MBA programs go into managerial positions that are going to last two or three years, and then they are going to go on to something else. Obviously then, what really counts to them are short term results. Now is this criticism a valid criticism of MBA programs—of the kind of training people get—or is it a criticism of the structure within firms as to what people are being rewarded for?”

*Oded Gur-Arie
Lecturer in Marketing*



Gur-Arie: Maybe one of the basic questions we need to address is why do companies hire MBAs? Then we can see what kind of people we should get into the program, what kind of training should be provided.

Merten: I think MBA graduates initially go into management staff functions to perform some relatively technical activity—maybe it's as a financial analyst or a marketing analyst. It may vary across areas.

Kinnear: That is not descriptive of what marketing graduates are doing at the MBA level. Within a very short time they tend to end up in what I would call line responsibility jobs.

Merten: I think we are more likely to find them in a skill oriented position where they know something that they can go out and use. They don't graduate with an MBA and go out right away and *manage*.

Kinnear: No, but they are put in the management stream rather than in some side stream. For instance, marketing MBAs—if you want to use brand management as an illustration—are assigned a brand to work on. A number of people this year, for example, went to General Electric in a training

program, and within a number of months they will be assigned to a product line. That is typical of what I see.

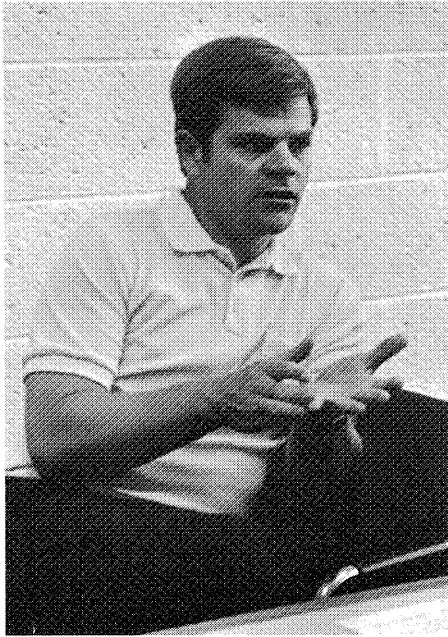
Hall: I think it is hard to talk about our product because I don't think the Michigan MBA is an homogenous product. As far as I can tell, approximately 40% of the people out of Harvard go into management consulting, and about 60% go into general management, or positions that will move to general management within two jobs. Many of them are very small companies by the way. The thing that surprised me about Harvard business students was how many of them are sons and daughters of small business people, and they go back and run the business. We don't have that as much here. So there is a track there. At Michigan you can still major in a field, whereas you can't there. We put people in consulting this year, we put people in public accounting, in senior positions in staff jobs, in junior line jobs. That's why it is very difficult to generalize about us. I can't contrast that to Purdue or to Stanford, or other schools. I just don't know.

Kinnear: One thing I've always liked about Michigan is that we are not cookie cutters, either in terms of the way we are supposed to teach or the nature of the students that we turn out. That diversity is important.

Hall: Heterogeneity is both a strength and in some ways a weakness as you try to position the School.

Gur-Arie: One of the biggest problems in MBA programs in general, I think, is that the end products tend to be risk averters. You can see the logical flow as to why it happens, because people coming out of MBA programs are going into managerial positions that are going to last two or three years and then they are going to go on to something else. Obviously then, what really counts to them are short-term results rather than long term results. Now, is this criticism a valid criticism of MBA programs—of the kind of training people get, or is it a criticism of the structure within firms as to what people are being rewarded for?

Montgomery: When we are talking about the difference between functional orientations and strategy orientations, is that related to the



“In terms of a value ranking, I think the Michigan MBA is the most underrated program in the country. If you cherry-pick the competition and out-execute them, that’s a good strategy. That’s what we do, and we do it very, very well.”

*William K. Hall
Professor of
Policy and Control*

question of whether managers are being trained for their first job or for the one ten years out? If we focus on a functional specialty, are we training people for their first job or maybe their second job versus schools that emphasize strategy that may be focusing on a longer term horizon?

Gur-Arie: I can actually extend this point to include the case study versus the theory approach to MBA education.

Merten: Don’t we fall between those two approaches? We are not as qualitative as Chicago, or as case study oriented as Harvard. We look at Chicago as providing skills that someone can use right away, and Harvard as providing skills to be used in 20 or 30 years, and we are somewhere in between.

Talbot: I think we are trying for both one year *and* ten year orientation. It’s a question of which course you are talking about. I would suggest that courses in policy are more ten-year oriented, for example, than basic principles courses.

Montgomery: In the strategy courses we do tend to take a longer term horizon than the functional area courses, but I maintain that we are not going far enough. When

we think about what a manager’s job will be in the future, it is important that that person have a broader focus than we are imparting in the business school. A narrow definition of business problems is going to be very dangerous in the future. What is business? Where does it fit into society? We might be broad in the policy area, but we are not broad enough.

Kinnear: I guess there’s some question as to whether that topic fits in the policy area, or in the philosophy department.

Montgomery: Think back to some of the executives that we have had come in and address the MBA students in the last year. We see over and over again that the kinds of problems they are dealing with are not the kinds of issues that we have addressed even in something as broad as a policy class. You start thinking about things like what is the public image of the corporations? How do we communicate to our stake holders, not just our stock holders? The energy situation, regulations, different consumer groups and so on . . .

Kinnear: I don’t think we disagree. I think it is a question of where it goes. That is the course I teach. That is the final marketing seminar.

And by the time that course is over some of the students consider me a flaming radical, because my objective is to shake them up. A lot of them don’t even want to think about that sort of thing.

Merten: Are we as business school faculty qualified to teach those kinds of issues? The role of the corporation in society? The corporation as a social organization?

Montgomery: I don’t mean that we present an issue as being one way or another, but simply that we raise the issue and present different points of view. We don’t say the corporation is this, or should be this, but we say different people have different perspectives. I don’t think we do a good job of raising that.

Kinnear: One of the ways I raise those issues in the final marketing seminar is to get the students to role play. For instance, I take the most right wing anti-government student and I make him head of the Federal Trade Commission. To get him to understand the perspective of the regulator. To try to understand other viewpoints.

Merten: There are two choices in teaching subjects such as business ethics. One way is to make sure the subject filters through different courses. The other is to have a specific course on business ethics. I think ideally it should filter through all the courses. As soon as you have a specific course on business ethics everybody figures they don’t have to teach any aspect of ethics because it’ll be taken care of in the specific course.

Kinnear: I think those issues are raised to some degree in every core course.

Montgomery: In teaching MBAs in their fourth term here we did one or two cases in social responsibility, and it didn’t seem to me that students had been thinking about these sorts of issues prior to that time. I found that they were very passive and their thoughts on the subject were not very well thought through.

Talbot: I will certainly second that.

Almost every term I have taught in the undergraduate program here students have said after class, "Why didn't anyone raise an issue (in the class) about firing someone without asking whether they did something wrong, or about dumping pollution in the local river." I have tried to raise certain social responsibility issues in courses that I teach. It is not my intention to teach ethics, but just to have students start thinking about the broader role of management in our society. I think many students are leaving the school without giving any thought to the social responsibilities that they will have.

Montgomery: I think it's important to realize that this is not just a soft topic. We need to think about what top managers need to think about in the future and where the most pressing management problems are going to be.

Talbot: Why restrict it to top management?

Montgomery: Right! Good point!

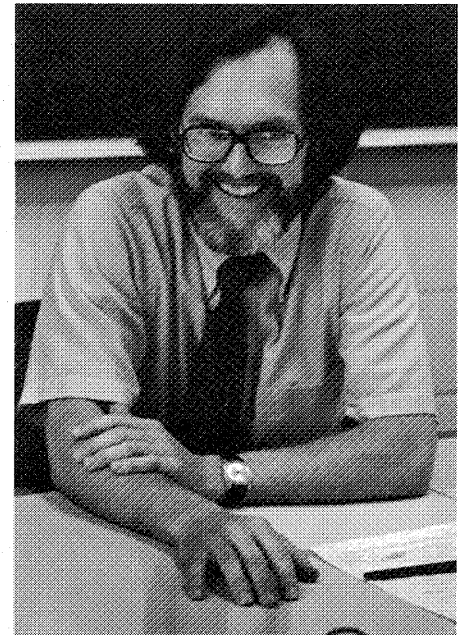
Talbot: That's not the only place ethics come into play.

Merten: We had two speakers in a management program earlier this year. One man talked about installing new procedures within a company, as a result of which they were able to significantly reduce the workforce and improve the productivity of the remaining people. When he was asked if he had talked to the union before he did this, he said no, he just did it without them. The next speaker talked about the corporation's responsibilities aside from just producing financial outcomes. He was talking about dealing with the unions. The first speaker went over much better. The businessmen themselves liked the guy who was talking about bottom line stuff. When the other guy started talking about society and roles their minds wandered. It wasn't as clear cut.

Talbot: A lot of people teaching in business schools around the country think that what we are talking

"Every school I interviewed gave lip service to teaching. They said teaching is important. I then asked how they made judgments on promotion and tenure? They said the number of articles you publish. I came here because I thought there was a balance between teaching and research. I wouldn't have come otherwise."

F. Brian Talbot
*Assistant Professor
of Policy and Control*



about here has no place in the curriculum.

Kinnear: Probably a lot of our faculty feel that way.

Talbot: But these same executives wonder why we have problems with unions, and poor productivity and absenteeism.

Dividend: Do you think the business school could make its students aware of larger issues? Or do you think that people who choose to go into business are not interested in these issues, and that business schools can't change that orientation?

Merten: There has never been a recruiter that I know of who has come in and asked me if our students have had this kind of orientation. The recruiters do not show an interest in . . .

Dividend: But they are *also* a product of business schools, aren't they?

Merten: They don't look at this as a valuable thing for a student to have.

Gur-Arie: I think there are three dimensions to this whole teaching-learning experience. First of all there are the skills that we try to get students to develop—

all kinds of skills. Second, there is information which is being conveyed. The third dimension is attitude, which is the end result of everything they are exposed to. For instance, you wouldn't expect someone coming out of Chicago to be a liberal type economist. It's not just one course, right? It's the whole philosophy of the school. I'm not sure we have a very clear identity in this respect.

Hall: That's true. We have a very heterogeneous faculty, and we are using very heterogeneous teaching methods. Far more so than most other schools.

Dividend: What do you mean by heterogeneous?

Hall: Difference in our political viewpoints, in terms of our belief systems, in terms of what we feel is appropriate for us to say, and how much we are willing to preach vs. trying to get the students to reason vs. whether we feel that this is an appropriate subject for a curriculum.

Montgomery: The questions are "What's the mission?" (as we say in policy)—of a Business School, and who defines that mission? Are we training people today to meet what the corporations of today are asking for? Or are we



“I have been to the three top business schools and I would say we are much more willing to do different things in teaching than they are. We are much more eclectic, and that in itself is very pioneering relative to some of the other schools that I have been to.”

Thomas C. Kinnear
Professor of Marketing

trying to think about businesses in the future? Are we trying to be a mirror reflection of what businesses are today, or are we trying to take some sort of leadership position? I think the answers to these questions would help us understand how we should think about our responsibilities in teaching, research and consulting. What kind of research should we be doing? What kinds of things determine that? Should we just be consultants like people who work for Booz Allen or McKinsey? Or should we have different kinds of skills that go beyond the consultant skills? Should we bring something more to the game than they do? How important is teaching and what responsibilities do we have to the students?

Gur-Arie: What are we being rewarded for in this profession?

Montgomery: But we should ask what *should* we be rewarded for? Then we can go back and change the compensation system to be consistent with what we should be doing. Can you really do research in business if you cannot consult? Do we need to have our research relate to a foundation of what business is today, or are we going to get this group of researchers who cannot go in and talk with managers?

Gur-Arie: I think there is a group of people doing all of the components that we are talking about pretty well.

Kinnear: I would also be prepared to argue for irrelevance.

Montgomery: Irrelevance?

Kinnear: Yes. That certain research does not necessarily *need* that foundation. I didn't say all. I might call it pure blue sky research, theory generation, model building. But I always thought of an academic job as one where you have three hats. There is your MBA teaching hat, there is your consulting hat and there is your academic journal hat. It's a question of making sure you have the right one on at the right time. I don't see them as necessarily mutually exclusive. The same people ought to be able to handle all of those functions.

Merten: But which is the big hat? The primary hat?

Hall: I think the key word here is leadership. I don't see us as a leader, or as a pioneer.

Kinnear: I'm not sure I agree with that. I have been to the three top business schools and I would say we are much more willing to do different things in teaching than

they are. We are much more eclectic, and that in itself is very pioneering relative to some of the other schools that I have been to.

Hall: But when a student leaves our school, what do they get that they couldn't get by cherry picking all the other schools?

Kinnear: But they can't cherry pick all the other schools, so that is irrelevant.

Hall: So they get a very cosmopolitan faculty with very heterogeneous views.

Kinnear: They get some choices that they don't get at other schools.

Hall: That's right. They get the diversity. I argue that that is both the strength and the weakness of the school.

Talbot: From the student perspective, it is the strength.

Hall: But in terms of establishing an international reputation it is the weakness.

Kinnear: To the students that are here and to our alumni, teaching is critical. I for one will fight to the death anyone who says it is not. But in terms of how we are going to be perceived externally in the academic community, students will follow the academics.

Talbot: Do you think that is why MBAs go to Stanford?

Kinnear: I am sure because they are quote, number whatever.

Talbot: What about Harvard?

Kinnear: They are number whatever too!

Merten: What happens is that the deans and the scholars are asked to rate schools and they rate them on publications, and students then turn around and go there looking for teaching. But the ranking is not a teaching ranking, it is a research ranking.

Dividend: What is the situation of the Business School in a state that is perceived as being in a lot of financial trouble? Are we in danger of not being able to attract top faculty because of that perception?

Kinnear: Other schools use it as a weapon against us.

Talbot: People have called me and said, "I understand things are tough up there, that merit increases are not coming through and so on. Would you be interested in a job?"

Merten: We are going to need external funds to hire and keep people. Not necessarily to cover the nine month appointments, but to cover summer activities and other research support. Funds to support for a multi-discipline research project are just not going to come from the state.

Kinnear: It is a potential problem, and if things get worse it could be a definite problem.

Gur-Arie Student aid is the same way.

Kinnear: I will say just one thing. The Michigan MBA is still the best bargain in the country from a student point of view. If you look at what it costs relative to its ranking, it is so much cheaper. If you are in-state, it's a giveaway. Even if you're out of state, it's still so much cheaper.

Hall: In terms of a value ranking, it is the most underranked program in

“A narrow definition of business problems is going to be very dangerous in the future. What is business? Where does it fit into society? . . . I don't mean that we present an issue as being one way or another, but simply that we raise the issue and present different points of view.”

*Cynthia Montgomery
Assistant Professor
of Policy and Control*



the country, I think. If you cherry pick the competition and out execute them, that's a good strategy. That's what we do, and we do it very, very well.

Merten: Plus we do have a broad based program here. A student cannot get an MBA here without taking that broad set of courses. Managers will say that they don't have to worry about a Michigan MBA not having *any* knowledge about such and such a topic because they know that he or she will have had to take the ten required courses. That is something. If we ever back away from that we should re-examine what we are doing. That is a strength.

Dividend: The teaching quality here is excellent, isn't it? I know as a school we have put emphasis on good teaching over the years.

Montgomery: When I interviewed at different schools for jobs, I got the impression that they didn't care how you taught, what they basically wanted was a lot of show on the research end. When I came here my impression was that research was important, but so was teaching, and if you care about teaching you should be at a place that recognizes teaching.

Talbot: I agree with that 100%. Every school where I interviewed gave lip service to teaching. They said teaching is important. I then asked them how they made judgments on promotion and tenure? They said, the number of articles you publish. One of the reasons I came here was because I thought there was a balance between teaching and research. I wouldn't have come otherwise.

Hall: One of our graduates is teaching at another school, and in his first year there he won the outstanding teaching award and was told by his dean that they would try not to hold that against him!

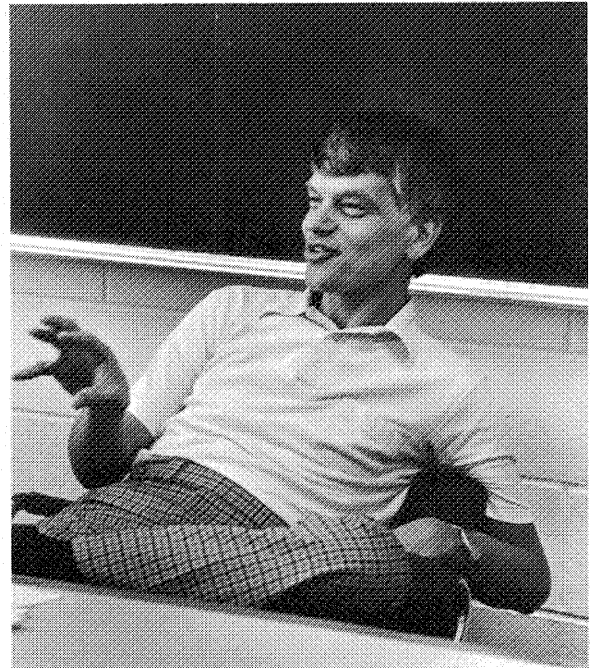
Dividend: That would surely not happen here!

Talbot: No. There is a core of people here who have a very balanced perspective. They would consider someone who is teaching well but doesn't write as half a faculty member, and someone who writes well but doesn't teach well as half a faculty member. I am unsympathetic to those people who say they're researchers not teachers or vice versa.

Dividend: What about the MBA rankings? Aren't they based almost entirely on research and publications?

“There are two choices in teaching courses such as business ethics. One way is to make sure the subject filters through different courses. The other is to have a specific course on business ethics. I think ideally it should filter through all the courses. As soon as you have a specific course on business ethics everybody figures they don’t have to teach any aspect of ethics because it’ll be taken care of in the specific course.”

*Alan G. Merten
Professor of Management Science*



Merten: When faculty are asked in these surveys to evaluate MBA programs, they *don't* evaluate the MBA program, they evaluate the faculty who are teaching in the MBA programs and they evaluate *them* on their research. If you were asked to evaluate MBA programs at other schools, how much do you really know about what's going on there? Has anybody here participated in those rankings?

Hall: I did. I was picked to fill out one of the questionnaires for rankings, and they literally had a list of 80 schools and you ranked them on all these criteria. I didn't even know that there *were* 80 schools. You noticed that Indiana was rated highly (in the UCLA study?) That's because all the deans were polled in that survey, and Indiana has the highest number of deans, because they have a DBA program that in fact teaches people to become deans. But we are a conglomerate. How do you get a conglomerate to be number 1? How do you market a conglomerate?

Dividend: How flexible are we? For instance, what is the proportion of tenured to non-tenured faculty here?

Talbot: I'd say we are about 40% un-tenured. So we have more flexibility, but we also have a larger chance for failure, if all those untenured people don't make it.

Montgomery: Or leave.

Hall: Or leave. There is so much opportunity.

Kinnear: One of the problems these days is that there are far more faculty jobs available than there are faculty to take them.

Dividend: You mean in business schools.

Merten: If you polled this faculty you would probably find that virtually everybody has been called at least once this year about going somewhere else. And when we were recruiting for faculty it wasn't unusual for people we were talking to to be looking at 8 or 10 places. The competition for business school faculty is extremely rough.

Gur-Arie: We hired two people this year, and I think one of the reasons they came here is that last year we were able to hire several other good people, and it's a self-perpetuating thing.

Merten: We have different problems than other places on campus, because we will lose people to business because we cannot compete with the salaries.

Hall: Our full professors are competitive against their peer groups from other business schools.

Merten: I think that is changing. Some of the positions that I heard of this year at other schools paid significantly more than what we pay our full professors. They were often industrial supported positions which supplemented the University salary.

Hall: When I see the capital contribution program I question whether we should try to build not only an X million dollar building but X million dollars in Chairs. I think they both can be done—they aren't mutually exclusive.

Gur-Arie: You don't attract young faculty members with Chairs, and the salaries right now may be in danger of being below the marketplace. From my own experience when I came here last year the offer from Michigan was the lowest offer I had.

Working on the Railroad

When Conrail was created in 1976, the future looked bleak, but Conrail is now showing a profit. Here's how it was done.

When Conrail was created out of the bankruptcies of six predecessor railroads in 1976, the federal government intervened in what was a crisis situation for Northeast-Midwest rail service—and created Conrail as a way to restore order for freight shippers. Conrail was created to be a private sector business with the goal of becoming profitable—a goal that has been the urgent criterion of Conrail's existence.

But the enormity of the task hit home only when Conrail actually began operations on April 1, 1976. The landscape was bleak: The tracks were dilapidated. Cars were broken down, subject to freight derailments and occasionally lost in the computer. More than one-third of the locomotives were out of service. Yards and terminals were bottlenecked and congested. Customers were lost because service was poor. A fourth of the traffic was hauled below variable cost. And the ink on the bottom line was a vivid red. In short, the whole thing was a mess. So the first major task was one of repairing the system.

This would not have been possible without a substantial financial commitment by the federal government. Since April 1976, the federal investment in Conrail has totaled about \$3.2 billion. Nearly 90 percent of that has been targeted at rehabilitation of the physical plant.

And this money has bought results.

For example:

- As we complete our 1981

by
Stuart M. Reed, MBA '50
President and Chief Operating Officer

program, over \$1.5 billion will have been spent on a mammoth catch-up track rehabilitation program. The main lines have now been restored after years of deferred maintenance.

- Today, there are only about 200 miles of slow orders on our 5,000 mile core route network. Only relatively low volume branch lines remain in unsatisfactory condition.
- Yards and terminals have been modernized so that Conrail freight trains are making scheduled connections more than 90 percent of the time.
- \$1.4 billion has been spent for the repair and acquisition of more than 4,000 locomotives . . . more than 95,000 freight cars . . . and nearly 5,000 trailvan trailers. Today, there are no shortages of cars or locomotives. Conrail no longer forfeits traffic due to a lack of equipment!

This investment has served as the foundation for Conrail's continuing progress in other areas.

Once the physical plant had been largely repaired, we began to concentrate on a second major task—improving our customer service. This, too, has brought results. For example, since mid-1979, over 80 percent of general merchandise

traffic arrived dock-to-dock within 24 hours of the published schedule. Piggyback traffic has an on-time performance which exceeds 90 percent. In 1980 and 1981 we continually reduced the published schedule to capitalize on the rehabilitated track, yards and equipment. For example, we now offer fifth morning delivery in New York from Los Angeles or San Francisco.

Today our freight trains also make their scheduled connections more than 90 percent of the time—a big improvement from the 1979 average of only 50.8 percent. The average freight car spends less than 20 hours switching in yards—nearly a 30 percent improvement that began to show up in June of 1979.

By June of 1980, Conrail had become a physically sound railroad that was providing good, improved service to its customers. And that brought us to a third major task—reducing our costs. As a result, in the past two years, and especially in 1981, we began an even more intense search for opportunities to cut costs. This has resulted in several actions:

- Improved car utilization saves us over \$100 million per year.
- Loss and damage claims are down by more than 30%, which saves Conrail over \$20 million per year.
- We've converted double-track into single-track where traffic levels justified, and consolidated seven former operating regions into five.

- We've taken steps to ensure that our traffic moves over the most efficient routes.
- Substantial completion of the rehabilitation program, reduced transit time, better planning to reduce idle time and, of course, the recession have enabled us to eliminate more than 9,000 employees since August, 1980, and more than 18,000 since August, 1979.

In short, we have taken a variety of steps to streamline operations and bring costs more in line with revenues. And we have done all of this while shifting our resources in a way that *enhances* our service.

For example, in the Toledo area we have closed some facilities. But we have also started work on a new \$2.4 million track project that will provide direct access from the east to Stanley yard in Toledo. This mile-long connection will cut an average of one day per carload for shippers, and will save Conrail \$1.5 million a year in operating costs.

In other words, we are striking a balance that will shape our service to the demands of the marketplace—while reducing costs—which makes rail transportation an attractive, fuel-efficient method of moving freight in the Northeast and Midwest.

These aren't the only things that have been occurring at Conrail. And 1981 in particular saw many new milestones.

Starting with New Year's day, a veteran railroader assumed the duties of chairman and chief executive officer. L. Stanley Crane had spent 43 years in the railroad industry before coming to Conrail, most recently as CEO of the highly successful Southern Railway. His years of railroad expertise, his firm decisiveness, and his unfailing determination have served as a catalyst for us, increased our credibility in Washington, and helped insure a bright future for Conrail. He has truly made a difference.

A second major event last year was the announcement on May 5 that leaders of 13 of the 16 major labor organizations representing our employees had reached an historic

agreement with Conrail. By the following November, 13 of the 16 unions had ratified the agreements, and Conrail was continuing to seek ratification from the remaining unions. This agreement is historic in several ways:

- First, it will save Conrail more than \$200 million a year for three years, compared to the industry settlement now being negotiated. (Conrail's non-union employees are also making wage increase sacrifices.)
- It also signals a solid commitment by Conrail's employees to the future of the railroad—and a new partnership between management and labor.
- Finally, it proved to be a turning point in the legislative process. This commitment by Conrail's employees—and its dramatic effect on the bottom line—provided tangible evidence to Washington decision-makers that we, labor and management, were determined to solve the problems within our control.

But the May 5 agreement wasn't the only significant event in the area of labor relations.

- In June, an arbitration panel ruled that Conrail could replace 41 separate agreements with the United Transportation Union by one single agreement. That single agreement covers 19,000 freight and yard service employees.
- On July 24, another arbitration award permitted Conrail to reduce 22 agreements to one, which covers about 2,500 locomotive firemen.
- Then on August 3, Conrail reached an agreement with the Brotherhood of Maintenance of Way Employees which reduces 19 separate agreements—covering nearly 10,000 employees—to one.

This last agreement had special significance. It signalled the end of the long and difficult process—began in 1976—of consolidating 285 separate collective bargaining agreements into 26 agreements—or less than one-tenth of the agreements

that existed when Conrail was formed.

The simplified administration and the reduction in administrative costs are obvious, and we can now provide benefits to our employees in the form of uniform rules and procedures. However, another benefit might not be so apparent. Under the new agreements we have more flexibility than ever before in deploying our workforce—and, as a result—more flexibility in providing new and better types of service for our customers.

The new Conrail legislation, which I will talk about later, has also been instrumental in helping to solve the chronic problem of excessive labor costs—while at the same time maintaining protection for our employees. The new law provides for a one-time separation program to eliminate unnecessary second and third brakemen. Earlier union agreements eliminated these positions—but provided for reduction of the workforce only through attrition. The new law funds a new separation plan and eliminates these unnecessary positions by the end of 1982.

As you can see, Conrail has entered a new era in labor-management relations—an era of commitment, cooperation and communication.

There was another milestone in 1981 that also reaffirmed our credibility in Washington. I'm speaking of the positive financial results achieved. Our first quarter loss in 1981 was the lowest in Conrail's five year history.

Even more important, in the second quarter we earned a \$13.8 million profit—despite the loss of traffic from the coal strike. Because there was a 10 percent drop in traffic compared to the second quarter of last year, it's obvious that the leverage wasn't on the revenue side. The real key was cutting our costs—through a variety of steps that I mentioned earlier.

In the third quarter Conrail reported a \$64.9 million profit, the first time in the railroad's history that it reported back-to-back quarterly profits. The second and third quarter profits produced a \$244.6 million "swing" for the first nine months of 1981 versus the same period of 1980—

a \$12.8 million profit for the first three quarters of 1981 versus a \$231.8 million loss in the first three quarters of 1980. Conrail anticipates a modest net income for the first time in its history when the 1981 balance sheets are closed, and we expect continued progress in 1982.

Just as important, Conrail made its profit and cut its costs without sacrificing the quality of its service.

In addition to Conrail's wide-ranging cost reduction programs, another contributor to the railroad's financial improvements is its aggressive marketing efforts. In June, Conrail was awarded its second consecutive "Golden Freight Car" award from *Modern Railroads* magazine. This is the rail industry's most prestigious recognition of marketing success, and Conrail is the first railroad ever to capture the award two years in a row.

The first award was for our backhaul program, which was launched in October 1978. It is a simple but effective concept. It offers reduced prices to shippers as an incentive for loading cars that would otherwise return empty to our connecting railroads.

It is also a concept that has worked—which means both Conrail and our customers have benefited. Backhaul has generated more than 10,000 carloads of new traffic under more than 800 separate backhaul rates. This has meant \$7.5 million in gross revenues for Conrail, as well as our first Golden Freight Car award.

Our second Golden Freight Car award was for specialized unit train service for petroleum-related products. This market was never developed to its full potential in the rail industry. There was plenty of competition, since petroleum products usually move by barge, pipeline or truck. But Conrail's new unit train service in upstate New York captured a market that produced \$2 million in new revenues last year—a success that depended directly on working closely with our customers.

I think it's important to mention that both these awards were for programs initiated long before the pricing and service deregulation provided by the Staggers Rail Act of



Stuart Reed, MBA '50, was elected president and chief operating officer of Conrail in 1979. He came to Conrail from American Motors Corporation, where he had been group vice president for operations from 1975-79. Prior to that, he had served American Motors as vice president of manufacturing, as manager of several plants, and as manager of product cost analysis. Besides his MBA, he also holds a degree from the UM in engineering.

1980. In other words, Conrail was not waiting around for legislative deregulation in order to exercise its marketing capability. Instead, we've worked within existing regulatory environments to come up with new and better ideas. The Staggers Act simply gave us additional flexibility for coming up with more.

The most recent of the Conrail milestones is the Conrail legislation signed by President Reagan on August 31, 1981. I've saved discussing this until last because I wanted to talk first about *what Conrail had been doing* while its future was being debated in Washington. Basically, we *acted*. The May 5 labor agreement, the second and third quarter profits, the operational improvements, the marketing initiatives, the cost reduction efforts—all these were accomplished either before the new legislation was signed or before its provisions could be implemented. In short, we brought about the changes that gave us credibility.

Briefly, the Northeast Rail Service Act of 1981 addresses the external changes Conrail had been seeking. Conrail will be relieved of its

obligation to provide contracted commuter services as of January 1, 1983. A costly employee protection program which provided job protection to age 65 is replaced by a one-time separation program. An expedited branch line abandonment plan provides a controlled process for shedding uneconomic branch lines.

The legislation ensures that Conrail will remain as an entity until June 1, 1983. Then Conrail will be subject to two profitability tests. If it fails either one, the Secretary of Transportation has the authority to sell Conrail off in pieces. If Conrail passes both tests—and we are confident we can—then it may be sold only as an entity until June 1, 1984.

Our confidence stems from our results this year, as well as our cumulative efforts since 1976:

- We've rehabilitated the railroad.
- We've improved our customer service.
- We've reduced our costs.
- We've achieved unprecedented labor agreements.
- And we've got new legislation that permits us to continue our constant efforts to do even better.

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.

Carol Holbrook Appointed Director of B School Library

"This is an exciting time to be a librarian," says Carol Holbrook, newly appointed director of the Business School library. "Things that we used to spend hours doing by hand (going through bibliographies, catalogs, etc.) can now be done in seconds by computers. We can give so much more wide-ranging service now."

Ms. Holbrook, who has extensive and varied experience as a librarian, received her bachelor's degree from the University of California at Riverside, and her library degree from The University of Michigan. She worked as the librarian for the U-M Center for Research on Economic Development from 1966 to 1974. She then became associate librarian at the U-M Graduate Library, and later senior associate librarian in special services and the reference department, before becoming head of the reference department at the U-M Graduate Library in 1979. She has served as president, vice-president, and membership chairperson for the U-M Library Staff association, and is currently on the steering committee for self-study of the U-M School of Library Science. She has also published about seventy book reviews in *Library Journal*.

"My major interest," she says, "is the delivery of information to people. We are interested in taking advantage of the new technology to the maximum extent. The plan for the proposed new library is exciting



Carol Holbrook, newly appointed director of the Business School library.

because it would be an open stack library where there would be no barrier between the people and the books."

The Business Administration Library, says Ms. Holbrook, has joined with major research libraries to share resources. For example, we are making our card catalog available

via computer to these libraries and they in turn are making their card catalogs available to us. Libraries involved with us in this endeavor include Princeton, Yale, the New York Public Library, the Library of Congress, the University of California at Berkeley, and the Stanford Library.

George P. Shultz Receives Business Leadership Award

"Reaganomics and Management Issues of the 1980's" was the topic of the speech given by George P. Shultz, president of Bechtel Group, Inc., when he received the 1981 Business Leadership Award at ceremonies in Hale Auditorium November 12. Having successfully blended careers in academe, government, and business, Dr. Shultz, as both theoretician and practitioner, stands forth as a versatile and distinguished figure.

Shultz received his bachelor's degree from Princeton University in 1942. That same year, he joined the U.S. Marine Corps and served as an officer in the Pacific area. In 1949, he earned his Ph.D. from Massachusetts Institute of Technology. He taught at MIT from 1948-57, at the University of Chicago from 1957-62, and served as Dean of Chicago's Graduate School of Business from 1962-68.

As Secretary of the U.S. Treasury from 1972-74, he was instrumental in persuading America's principal trading partners to implement international monetary reform. Prior to serving as Secretary of the Treasury, he was Director of the Office of Management and Budget (1970-72) and Secretary of Labor (1969-70).

After a distinguished government career, Shultz joined Bechtel in 1974 as a director, and subsequently was elected vice chairman. In 1980, he was elected president of the company. Bechtel, with annual sales of \$7.6 billion, is one of the new firms in the world capable of building giant power plants, dams, air facilities, and far-flung communications and energy systems. The Bechtel organization has provided professional engineering and construction services to some 100 nations on all seven continents.

Shultz is a member of the board of directors of General Motors Corporation and Dillon, Reed & Co., Inc. He is currently chairman of President Reagan's Economic Policy Advisory Board and a part time faculty member at Stanford University's Graduate School of Business. His most recent book, *Economic Policy Beyond the Headlines*, was published in 1978.



Dr. Shultz is presented the Business Leadership Award by Charles Rothstein, left, president of Student Council, and Scott Finerman, Student Council vice president.

Strosacker Foundation Gives \$100,000 for Summer Research

A \$100,000 grant from the Charles J. Strosacker Foundation will be used to support summer research activities by junior faculty members at the Business School.

Dean Gilbert R. Whitaker, Jr., explained that the endowment, to be known as the Olin W. Blackett-Charles J. Strosacker Fellowship, will "supply funds not readily available to these promising young men and women." He noted that "meaningful research activity is critical to the success of their professional careers."

Dean Whitaker added that the business school "plans to seek additional monies to increase the endowment, so that we can generate as much income as possible for our junior faculty. Research is one of the most important faculty activities in a school which aspires to leadership. The Graduate School of Business Administration wishes to increase its

individual and collective efforts in this vital endeavor and to utilize its considerable intellectual resources and those of the University to the fullest."

Olin W. Blackett, for whom the fellowship is named, is a U-M professor emeritus of business administration. He was a member of the business school faculty from its founding in 1924 until he retired in 1965. He was the school's first professor of statistics and business conditions and was influential in the development of the business administration curriculum and many other University activities.

Charles J. Strosacker, who established his foundation in 1957 to assist benevolent, religious, scientific, and educational pursuits, was a pioneer member of Dow Chemical Co. He held 34 U.S. patents for work with chemicals and played a major role in the development of Saran Wrap, Dow's first consumer product. Strosacker died in 1963.

Donald C. Cook Dies at 72

Donald C. Cook, chairman of the Securities and Exchange Commission under President Harry S. Truman and head of the American Electric Power Company for 14 years, died December 16 in New York. He had been a member of this School's Visiting Committee for many years. He received his BA from The University of Michigan in 1932 and his MBA in 1935.

Cook joined the American Electric Power Company in 1953 as a vice-president and assistant to the president, following a distinguished career of 16 years in U.S. government service which culminated in the chairmanship of the SEC in 1952-53. He was elected a director of American Electric Power in 1960 and president in 1961. Under his leadership, the company's annual earnings rose to \$201 million from \$55 million. Upon his retirement from the company five years ago, he became a general partner in the investment house of Lazard Freres & Company.

Cook established the Donald C. Cook Chair of Business Economics at the Business School to emphasize and perpetuate basic instruction in the most fundamental principles of economic analysis. In his grant letter establishing the Chair, Cook wrote, "basic ideas about the economic aspects of our society become an integral part of one's intellectual apparatus and have a marked influence on one's personal life and professional effectiveness. Thus, these ideas significantly affect the course of human events, contribute to the preservation of our free society, and promote the social welfare."

"The objective," Cook wrote, "would be the appointment of an outstanding professor who would devote his talents to imparting a basic and lasting understanding of fundamental principles of economic analysis and policy."

Dr. Floyd Bond, who is the first Donald C. Cook Distinguished Professor of Business Economics, has won many academic honors and awards for his teaching of economics, has conducted several unique summer

workshops on economic education, has served on the national executive committee of the Joint Council of Economic Education, and was executive secretary of the National Task Force on Economic Education. He also holds the title of "Dean Emeritus" of the School.

"Don Cook was a man for all seasons," Professor Bond said. "He was right at home talking to business executives, government bureaucrats, or academic people. He was gracious, kindly, and considerate. He was also penetrating, decisive, and courageous. He possessed a keen mind and could dissect a problem quickly and effectively. He was a powerful force for good in our society."

After Classes at the B School

There are so many interesting events going on at the Business School after classes that it would be nearly impossible to participate in all of them. Consider, for example, the first week of December:

About 50 students turned out for a presentation Dec. 3 on "Government Regulation: Pros, Cons, Alternatives," at which six different speakers discussed the question from various angles. The speakers included Diane Place, consumer affairs officer for the FDA; Shirley Axon, public member of the Governor's Hazardous Waste Management committee; Ron Kitlas, government relations attorney for Kellogg Company; Neill Schmeichel, CPA with Ernst & Whinney; Phil Simon of PIRGIM's Clean Air committee; and Katherine Manley, director of operations for Detroit's Better Business Bureau. The presentation was sponsored by a new student organization entitled "The Business Forum on Social Issues." The Forum has now formed four task forces which will explore presentations in the areas of multinational issues; environment issues; public policy issues, and social responsibility and administrative issues.

The Michigan Business Women's student group sponsored a discussion Dec. 1st on dual career marriages, at which several executive couples

discussed how they combine their work and their family life, and answered questions from students, many of which centered around the issue of whether it is really possible for a woman to have a full fledged career and a full family life, and if so, how is it done?

Another presentation during that week on Dec. 4th was entitled "Oil and the Middle East," given by Robert N. Dolph, president of Exxon International, who spent several hours in informal discussion with students and faculty in the Executive Lounge, and then gave an informative lecture at 4 p.m. in Hale Auditorium on the complexities of politics, religion, and energy in that area of the world.

Michigan Among Top Five Universities Attended by Directors

The University of Michigan was listed fifth among universities attended by new members of corporate boards of directors, according to a 1981 survey done by Arthur Young Executive Resource Consultants. The ten most frequently mentioned universities attended were Harvard (19%), Yale (17%), Columbia (6%), Princeton (5%), Michigan (5%), Pennsylvania (5%), New York University (4%), Stanford (4%), Cornell (3%), and MIT (3%).

For this study, publicly available data were supplemented by a questionnaire asking a response to a number of significant issues facing boards of directors today. This was sent to 952 directors who had been elected to a board within the previous 18 months. Replies were received from 21% of the target group. About half the respondents were directors of companies with more than \$1 billion in annual sales.

The survey found that the new director serves on an average of three corporate boards and has an average age of 57 years. Other findings in the median profile revealed that the directors have had only two employers in their careers, have been with their present employer for 18 years, and have served in seven executive positions.



Dow Chemical Chief Visits School as Executive-in-Residence

Lots of students turned up to have lunch with Paul F. Oreffice, president and chief executive officer of Dow Chemical Company, when he was at the School November 19 as Executive-in-Residence. He is pictured above and to the right at that informal lunch with students. He also visited a marketing class in new product development, which developed into a lively question and answer session, during which he discussed management styles, new product development, government regulation in the area of new technology, and the recent *Fortune* article comparing Dow with Du Pont. "The students loved him," said Merle Crawford, professor of marketing. "He stood down there in front of the class and fired away, and they liked his insightfulness, his forthrightness, and his openness." Oreffice also spoke on the role of the chief executive officer at a presentation held in Hale Auditorium.



Elegance and Light Three Stories Underground

After seven years of planning and three and a half years of construction, the elegant new addition to the Law Library was dedicated in October. The three-story, \$9.5 million building was built underground to avoid clashing with the beauty and integrity of the Law School's present architecture. It was designed by Gunnar Birkerts, U-M professor of architecture, and is the first building he has ever designed which is so thoroughly submerged.

Affectionately nicknamed "The Pit" by irreverent law students, the library (which was built entirely with private donations) contains 77,500 square feet of space and approximately 300 study carrels. Its use is restricted to law school students and those with special requests.

Naturally, those of us who live and work around the Business School library were interested to go inside the new library which we had watched develop from a very large hole in the ground. One of the most interesting aspects of the building, at least from this reporter's point of view, is that it doesn't *feel* underground. This is primarily because of an enormous lightwell which stretches around two sides of the building and furnishes light to all three underground floors. A white limestone wall reflects light through the glass lightwell to the inside. There the light is diffused by mirrors, creating amazing visual effects (see picture at right). Another interesting aspect of the design of the building is that because of the lightwell, you are able to see above-ground through the glass, and thus don't lose your orientation as to where you are. It is estimated that energy savings realized because the new building is underground will amount to about 30%. In the picture at right, you can get some idea of how the huge lightwell illuminates the three stories, and perhaps can see why the library, with its suspended stairways, custom-made oak furniture, and vivid carpeting, is proving to be splendidly successful.



The new law library is illuminated by an enormous lightwell which furnishes light to all three underground floors. (Photo by Kim Hill)

George Seidel III Is Honored with Faculty Recognition Award

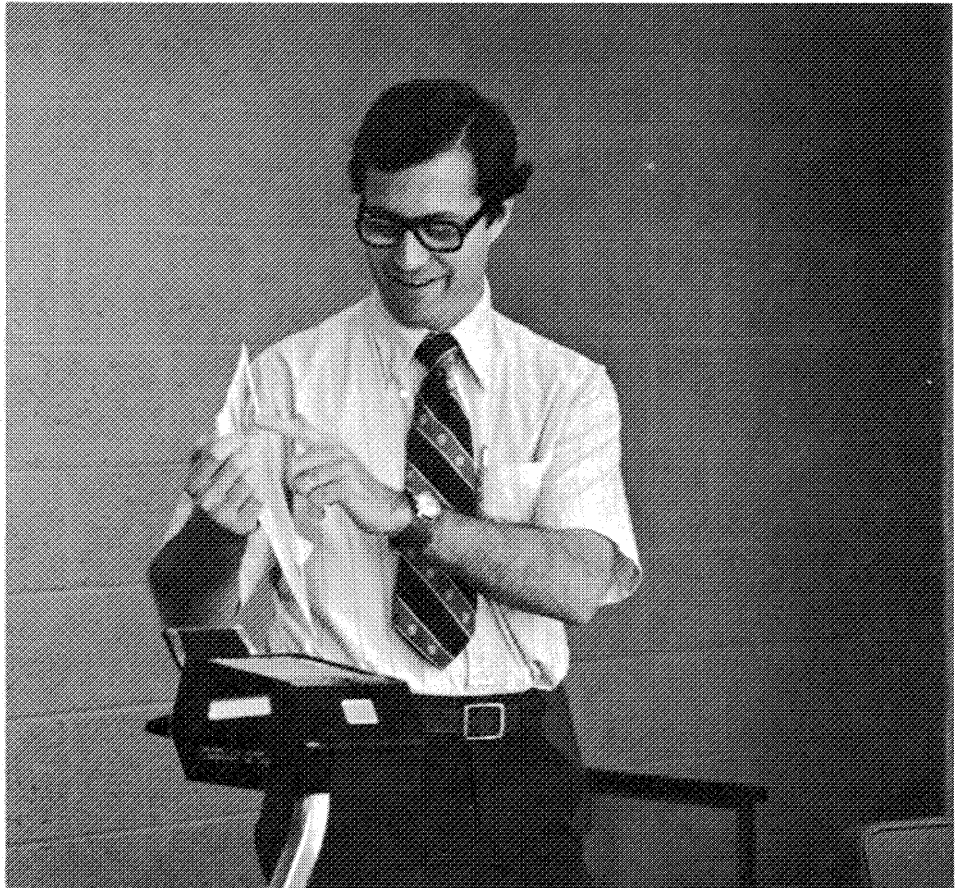
George J. Seidel III, associate professor of business law, was one of eighteen U-M faculty members honored for distinguished scholarship, teaching, and service to the University during the annual Faculty-Staff Convocation October 12. A total of \$18,750 in awards were presented during the ceremonies.

The \$750 Faculty Recognition award given to Seidel is based on one major criterion—the faculty member's impact on the lives of the student body as a teacher and counselor. Also considered are professional qualifications and achievements in research and publications, along with participation in professional societies and community organizations.

Seidel was cited as "an outstanding teacher, a respected writer and scholar, and as a devoted servant to both the Graduate School of Business Administration and the legal profession. A teacher of business and real estate law, he continually is involved in research and counseling. His textbook, *Real Estate Law, 1979*, written for the non-law student, is recognized as the leading and most authoritative book in its field."

The DSRG Has Changed Its Name

The Database Systems Research Group has changed its name to the Information Systems Research Group. The major objective of this group is the development of new knowledge and the novel extension of existing principles for the development of executive information systems. Research is conducted on all phases of executive information system development—management information requirements, systems analysis, design and implementation, as well as effective information system control and auditing.



Associate Professor George Seidel III, winner of a Faculty Recognition Award.

McCracken Discusses the Tangled Economy

The U.S. economy is apt to remain in its current recession into early 1982, but should be improving a year from now, said Paul W. McCracken, Edmund Ezra Day University Professor of Business Administration, when he spoke at the Bryan Lecture Series offered by the University of North Carolina-Greensboro. Dr. McCracken's speech was entitled, "Can This Tangled Economy Be Straightened Out?"

"If mentally we look around the world of 1981," he observed, "the easy answer to our question is, 'No!' The industrial nations are all experiencing varying degrees of inflation, unemployment, and inability to deliver further sustained gains in real income.

"The U.S. performance exemplifies these problems. Our 'par for the course' historically has been about a 2 percent per year rise in the price level, an unemployment rate averaging 5 percent, and a 2½ percent

per year gain in productivity and real incomes. The path of recent years has been giving us an unemployment rate in the 7 percent zone, inflation at double digit rates, and slowly shrinking real incomes."

In spite of the "understandable" current pessimism, McCracken said, "we may slowly be setting the stage for better things."

First, he explained, "the forces producing pressure for overly large increases in public spending are being subjected to stronger constraints. The rise in public spending (federal, state, and local) will now absorb only about 45 percent of the rise in national income, compared with the 60 percent implied by President Carter's January budget.

"Second, useful tax action has been taken. This was essential to force stronger restraints on spending. Less money in the till means more economic spending. And incentives to invest and earn and save were sharpened.

"Third, we have a steadier and



Business School Phonathoners in the Executive Lounge with Frank Wilhelme (center), Director of Alumni Relations and the Business School Fund. Twenty-three BBA and MBA students conducted the first annual Fall Phonathon for the Business School, during which they called Michigan Business School alumni asking for their financial support. A Winter Phonathon is also being planned.

more moderate monetary policy. Current high interest rates are caused by high inflation, not today's Federal Reserve policy."

Dr. McCracken predicted that a year from now "the economy should be rising steadily at a 2-3 percent pace (in real terms), with a 7-8 percent rate of inflation (far too high but improving), and unemployment beginning to move downward."

He compared the new decade with the previous one: "The 1970's began reasonably well and finished in trouble. The 1980's are starting with troubles, but should look better at the end."

Dr. McCracken is chairman of the Council of Academic Advisers, American Enterprise Institute for Public Policy Research and has twice served on the President's Council of Economic Advisers.

Saturday Morning at the B School Turns Out to Be Highly Informative

A new program, entitled "Saturday Morning at the Business School," is designed to give alumni some stimulating interchange with Business School faculty in an informal setting. The first two programs included Patricia Shontz Longe, professor of business administration, who spoke on the inner workings of corporate board rooms, and Dennis Severance, professor of computer information systems, who discussed coping with computerization in the '80s.

Professor Shontz, who is a member of five corporate boards, outlined the mushroom theory ("corporate directors should be covered with primitive fertilizer, kept in the dark, and when they rise up, you should cut off their

heads") and compared it with the barnacle theory ("board members attach themselves to corporate bodies, spread, and are almost impossible to pry from management's back"). Corporate reality, she concluded, lies somewhere in between.

Professor Severance has had extensive practical experience in the design of information systems. At the Business School he is a principal investigator in the Information Systems Research Group. His current research interests include the management control and audit of corporate information systems and analysis and design of management support systems.

Saturday Mornings at the Business School are held on football Saturdays and are followed by a brunch in the Executive Lounge. Several of these informal, pre-game classes are being planned for next fall.

Class Notes

'28 EDWARD R. SNELL, MBA '28, is now retired and enjoying good health, music, gardening and yard work at his home in Grand Blanc, Mich. Prior to his retirement, he held the position of organization and analysis manager for the sales and marketing division of General Motors Corp. in Flint. Edward says, "I especially enjoy travel movie-making and tape recording to create narrated travelogue films with appropriate music." The films are then presented to small groups of up to 100 people. "I am also active in church work," Edward continues, "and am a board member of a financially troubled retirement home."

'30 GEORGE E. PHILLIPS, MBA '30, is an account representative for marketing with Robert Bartug and Co. in Detroit, where he and his wife Helen live. He is enjoying life and excellent health, he says.

'31 DAVID BLUM, MBA '31, is retired and residing in Farmington Hills, Mich. He says he has no special news to report, except "since I retired, there is more time for indulging in my hobbies, like raising house plants and taking pictures." He adds, "Also, of course, we are enjoying our grandchildren."

'32 LAWRENCE C. HOBART, MBA '32, is now self-employed in the accounting field and lives in Birmingham, Mich. He writes, "I retired as a partner of the CPA firm of Coopers & Lybrand in Detroit in 1973 and then opened my office for a limited practice in the field of taxation. Fortunately, my business activity is light during the summer months when the golf season is in full swing."

'33 JAMES B. BONNER, MBA '33, retired as secretary-treasurer and director of Cunningham Drug Stores, Inc., of Detroit in 1976. For the next three years, he was a lobbyist in Lansing dealing with tax matters for a group of retailers. He is currently a self-employed CPA practicing public accounting on a part-time basis in Royal Oak, Mich., where he lives with his wife Jennie.

MRS. AILENE YEO BARDSLEY, MBA '33, writes, "I resigned my position as buyer of sportswear with Lord and Taylor in New York in 1940 to be married. My husband, P. Edward Bardsley, and I moved back to Detroit at that time. I filled in on two occasions for J. L. Hudson buying in New York. We moved to Anderson, Indiana, in 1942, where my husband was with the Delco Remy division of General Motors. I have been active in many community and civic activities and since our retirement we have traveled extensively." The Bardsleys have two children. Their daughter graduated from Northwestern University and has her own business, a corporate gift-buying service in Columbus, Ohio, called "Something Special." Their son graduated from Yale and Northwestern and is a physician specializing in cardiology with the Mayo Clinic.

'34 NELSON J. YOUNG, MBA '34, is a management consultant for medical and dental practices, dealing with tax preparation and financial planning for P.M. South Florida Inc. He says, "I find my work too interesting to give up for retirement. My wife Ann and I enjoy meeting people of diverse backgrounds, so we travel a bit—England, Scotland and Costa Rica recently." Nelson expresses amazement at the growth of the business school: "It seems to me that there were 35 in my graduating class."

CHESTER F. OGDEN, MBA '34, is retired from his position as executive vice president of the Detroit Edison Co. Chester is active in his and his wife Jane's community of Grosse Pointe Shores, where he is involved in the Michigan Cancer Foundation, Children's Hospital of Michigan and the United Fund.

'35 HAROLD M. BEAM, MBA '35, is retired from Pasadena City College. He writes that he and his wife Rowena (formerly of Howell, Mich.) "are happy to meet with Dr. Jim Waterman and Dr. Floyd Bond from the Business School at the Michigan Alumni meetings at Laguna Hills, Calif. Jim and I are on the board of directors for the alumni association and are currently contacting the local high schools for possible Michigan students."

'36 FRANK S. FLORES, MBA '36, is now retired and living in Fontana, Wis. At the end of this year, he will relocate to Sun City in western Arizona.

CHARLES L. BLUESTEIN, MBA '36, is enjoying a relaxing second career as a supervisor in finance for DuPont's New England Nuclear Division in Boston, after retirement from Tense Initial Involvements. He and his wife Hannah reside in Chestnut Hill, Mass.

MRS. ALICE GOODWIN LABAW, MBA '36, retired in July of 1978 from her position as payroll clerk for the personnel department of the First Merchants National Bank of Neptune, N.J. She writes, "My husband William and I are in the process of getting New Jersey property ready for sale so that we can spend more time in our home in Merritt Island, Fla. We have a son who lives with his wife and son in nearby Cocoa Beach, Fla. The other son and his wife have three children and live in Richardson, Texas, which is near Dallas."

EDWARD H. STUMP, MBA '36, retired from United States Steel in 1972 after being employed in the labor relations field by it and its subsidiary, American Steel and Wire, since 1936. "In 1973," he says, "I was accepted as a member of the American Arbitration Association. However, a need for labor arbitration services in this part of America is rare." He and his wife Eileen live in Clearwater, Fla.

'37 HYMAN SAPAKIE, MBA '37, retired in 1974 as a general partner with the accounting firm of Arthur Young & Company, whose offices are in Detroit's Renaissance Center. He is now enjoying the sun in Arizona.

'38 SAMUEL J. FITZPATRICK, MBA '38, retired in 1975 after 37 years with IBM. He is active in local civic affairs in Sedona, Ariz.

HUGH MALICK, MBA '38, is living in Silver Springs, Md., after retiring from the Federal Housing Administration, where he had been an officer for 33 years.

40 HOUSTON A. BRICE, JR., MBA '40, is president of Brice Investment Co., Inc., which includes two building companies and an income property development business. He writes, "Our primary business has been as a general contractor in building construction. Brice Investment owns most of Brice Building and Sun Building companies and also participates in property development (including commercial and light industrial, etc.)." His wife is Betty Ferguson; they live in Birmingham, Ala.

LINCOLN A. WICKMANN, MBA '40, and his wife Dorothy are enjoying retirement in Sturgeon Bay, Wis. Lincoln's lifetime work had been primarily in personnel, industrial engineering and accounting. The Wickmann's three sons' occupations are that of a clergyman, a teacher and a banker.

47 JOHN FRANK RYS, BBA '47, has been with Texaco Oil's accounting division for the last 30 years. He spent 20 of those years in Africa, then the last ten in Belgium, where he is now living with his wife Rene.

LAWRENCE GILFORD, BBA '47, is executive vice president of the North Shore National Bank of Chicago, and vice president of three other banks. Larry is also owner and chief lending officer at six Chicago-area commercial banks. He makes his home in Winnetka, Ill., with his wife Darlene.

MRS. THELMA SCHLESINGER GORMAN, BBA '47, worked as an accountant for Firestone Tire and Rubber Co. for three years after graduation. In 1950 she married William J. Gorman, a '50 E.E. graduate. Together they raised three sons, who are all college graduates now. Their oldest son Mark has his Ph.D. from The University of Michigan. Thelma started in the real estate business seven years ago, and is now employed as a broker and salesperson. She was one of the top salespeople in her office in 1980.

MRS. REGINA GRUEN SHER, BBA '47, and her husband Franklin will be celebrating their 25th wedding anniversary by traveling to Israel. They have four children and one grandson, and live in Worcester, Mass.

G. HOWARD CARROTHERS, MBA '47, took an early retirement from IBM and now does volunteer work in the areas of mental health and public telecommunications. He lives in Poughkeepsie, N.Y., with his wife, the former Anne Schaeffer.

PAUL L. MUNSON, MBA '47, is a sales

representative in marketing and tax for the Research Institute of America. He and his wife Geraldine live in Milwaukee and have raised three children, two of whom are lawyers and one, a doctor specializing in radiology. The Munsons also have five healthy, beautiful grandchildren all living nearby.

48 ALLEN B. SCHALL, JR., BBA '48, writes, "Some time back at a cocktail party I was talking with a new acquaintance and the subject of our colleges came up. When I mentioned Michigan the other man said, 'That's a great school but you probably don't see too many Michigan alums here in Pittsburgh.' I looked around the room and replied, 'No, there are only ten here at this party!' There are seven Michigan grads in three blocks on my street and two on the next block—and they have a daughter at Michigan." Allen is currently vice president of customer relations at Pittsburgh National Bank. He and his wife Martha have two children: William is 27, attended the U.S. Naval Academy and American University and is employed by Revlon Health Care Products in Tuckahoe, N.Y.; and 22-year-old Sally attended Chatham College and is now working for Allegheny Ludlum Steel Co. in Brackenridge, Pa.

NANCY A. SMYTH STEFANI, BBA '48, earned her master's degree in music in 1972 at the University of Nevada at Reno. She is now a professional musician (violin and viola) as well as a realtor with Red Carpet of Nevada. She lives in Sparks, Nev.

D. ROGER MACNAUGHTON, BBA '48, writes, "Since 1973, I have been president of Business Development International, a Franklin Lakes, N.J., firm which specializes in consulting for computers and data communication. My previous positions include: general manager of product and business planning for Diebold, Inc.; vice president for marketing at Magnavox, Inc.; manager of facsimile programs for Xerox Corp.; director of information systems marketing, GTE Sylvania; and sales representative for IBM Corp." Roger was listed in Who's Who in the World (5th edition), Who's Who in Finance and Industry (21st edition) and Who's Who in the East (18th edition). He is the author of four books: Facsimile Communications in the U.S. (1977), Maintenance of Computers and Data Communications (1980), Electronic Mail and Electronic Message Systems (1981) and Facsimile Communications Systems Worldwide (1981). He and his wife Madalyn (BBA '45) make their home in Wyckoff, N.J.

MRS. MARY F. MIDGE WILT YOUNG, BBA '48, has worked for Vons Grocery Co. in Los Angeles for nearly 25 years. She was formerly executive secretary and administrative assistant to the vice president for personnel and labor relations, before assuming her present position. She is now the employee benefits administrator, whose duties include the group life insurance program, pension plan, tax reduction act stock ownership plan, retirement recognition and counseling program, management health program, and wage and salary administration. Mary and her husband Harry have one grown son and live in Arcadia, Calif.

WESLEY R. SMALL, BBA '48, is a staff executive in the office of the chairman of Chrysler Corp. at their world headquarters in Detroit. He writes, "After many years in a variety of advertising, marketing and sales promotion executive positions (from Ford Division to Ford World Headquarters), I have moved to the 'New Chrysler Corp.' for the most interesting, challenging and exciting business experience possible. It is a 'learning and doing,' stimulating process with an executive staff that is unbelievably dedicated, optimistic, hard-working and selfless." Wesley and his wife live in Bloomfield Hills, Mich.

ROBERT M. MOCK, BBA '48, is president of Boyne Falls Log Homes, Inc. in Northern Michigan. He and his wife Ruth live in Bloomfield Hills. Robert is also chairman of the Michigan Forest Products Council and secretary of the Financial Executives Institute.

JOSEPH M. FITZGERALD, BBA '48, is president and chief executive officer of Nose Cone Manufacturing Co., Inc., a Buena Park, Calif., company which manufactures fuel-saving aerodynamic devices for trucks and trailers in the U.S. In addition, Joe is president of FitzGerald Corp. which manufactures aerodynamic fuel-saving devices for refrigerated trucks and trailers." He is married to the former Ruthann Perry, also a University of Michigan graduate.

EARL JORDAN POTTER, MBA '48, retired from Ernst & Whinney as a partner in September 1980. He and his wife, the former Jean Barnes, make their home in Bradenton, Fla.

HOWARD S. BAUMGARTEN, BBA '47, MBA '48, is self-employed in a general management consulting practice in San Francisco which emphasizes long-range

strategic planning. He and his wife Jeanne live in Mill Valley, Calif.

WOODWARD "CHIP" WARRICK, JR., MBA '48, writes, "I remember coaching Roger B. Smith (currently executive vice president of General Motors Corp. and chairman of the University of Michigan business school's Visiting Committee) to an interfraternity wrestling championship for Phi Delta Theta in about 1947 or '48. Roger was at the lowest weight and Dick Kempthorn and Bob Callahan tied at heavyweight. Both were football players in 1948's 49-to-zero Rose Bowl win over USC." Chip is an assistant vice president for E. F. Hutton and Co., Inc. in Ann Arbor; he lives in Plymouth, Mich.

LUZINE B. BICKHAM, BBA '47, MBA '48, is a professor at the Texas Southern University School of Business in Houston. Luzine received his PhD from the University of Texas in 1965 with a specialty in marketing. He has been a professor at TSU since 1952 and served as Dean of that school from 1970 to 1978.

49 HERBERT O. BARTEN, BBA '49, is chairman of future planning and development for Continental Machine Company in Elk Grove Village, Ill. He writes: "Continental Machine Company has just added the latest CNC machine tools to its line of production equipment in order to keep up-to-date in the manufacturing field. They have also added a new model of a tube cut-off machine to the line they are presently manufacturing and marketing, are working very closely with manufacturers in the fastener field to automate their equipment by incorporating special devices peculiar to each manufacturer's particular production situation." Herbert adds, "Personally, I have cut my hours to a four-day work week, so that I can spend more time with my woodworking, traveling, golfing, fishing, and loafing. Got lucky last fall and caught a 30-pound musky. But the biggest thrill was visiting my Michigan track coach, Ken Doherty, whom I haven't seen since 1948. What a great day of reminiscing and catching up with our personal news!" Herbert and his wife live in Barrington, Ill.

G. CARBON WOLFE, BBA '48, MBA '49, is a systems engineer with Electronic Data Systems Corp. He writes, "We were transferred to Denver in May of '78 to help staff a new account at HCA. We have just finished installing a completely integrated data processing system for life and health insurance policies. Denver is a remote job entry installation with the main computer housed at the EDS head-

quarters in Dallas, Texas. Both girls are married now, and raising families of their own. Margie and I are really enjoying our life in Colorado. It's the best!!"

BRIG. GEN. HUGH R. RICHESON, MBA '49, retired in 1972 after completing 30 years of service in the U.S. Army. He is living in Fairfax, Va.

GRAHAM H. CONGER, BBA '48, MBA '49, retired at the age of 48 (in 1972) from the investment office of The University of Michigan. He is a director of Battle Creek Gas Co. and co-founder of the University's "Crest" travel club and "Student Buyers Assn." (a co-op purchaser for student housing groups, now doing more than \$1 million in business). Graham does some consulting work for individuals and trusts, besides community service projects connected with the university. He serves as a trustee and advisor for his college-days' fraternity, Sigma Phi, and serves on its scholarship committee, administering \$4,500 in awards to the local chapter. Graham spends his wintertimes in Ann Arbor to enjoy the concerts, plays, athletic facilities, and athletic events. Then he spends five months (May to September) at his cottage next to Holland State Park on Lake Michigan; he is the treasurer of his cottage association there.

CHARLES F. WILLINGHAM, MBA '49, is a senior partner in the law firm of Willingham, Cote, Hanslovski, Griffith & Foresman, which consists of 14 attorneys and is located in East Lansing. His specialty is tax and corporate law. He and his wife live in Mason, Mich.

WILLIAM J. ELSER, MBA '49, is a CPA in Rochester, N.Y., and has been active in the Rochester Association for the Blind as assistant controller and a member of the speakers' committee.

JOHN M. COX, MBA '49, is president of Management Engineering Corp. of Lathrup Village, Mich. He performs management consulting work using mini-computers primarily in financial and manufacturing systems. He and his wife live in Birmingham, Mich.

ROBERT M. HOFFER, MBA '49, is president and chief executive officer of WICOR, Inc., a holding company in Milwaukee whose principal subsidiary since April 1980 has been Wisconsin Gas Company. In addition, he has been president and chief executive officer (since September of 1969) of Wisconsin Gas Company, a natural gas distribution utility. He and his wife live in Whitefish Bay, Wis.

50 GEORGE H. JESSOP, BBA '50, is enjoying a working retirement as an accountant. He prepares personal and business tax returns in Carbondale, Ill., where he lives with his wife.

ROY MALMBERG, BBA '50, is an insurance agent for The General Insurance Agency of Bessemer, Mich. He is also agency representative for Detroit & Northern Savings, and the director and secretary-treasurer of Big Powderhorn Mountain Ski Corp., also of Bessemer. He and his wife Frances have a son Paul, a graduate of the University of Minnesota, and a daughter Mary, a graduate of Northern Michigan University.

JACOBO MUNOZ PEROU, BBA '50, works in the area of control of public enterprises for the Ministry of Planning in LaPaz, Bolivia, South America.

MARIAN TAYLOR, BBA '50, is a professor of business education at Phoenix College in Arizona. She writes, "Since I was contemplating retirement in the sunny Southwest, I applied for a teaching position at Phoenix College. Thus as I gradually look toward retirement, I am establishing myself in a new community and making new friends." She concludes, "My school days at U. of M. contributed greatly toward a more productive, satisfying life."

ROBERT H. LAWRENCE, BBA '50, is currently a disability evaluation specialist for the State of California. He writes, "In addition to evaluating disabilities of injured workers, I also teach courses on disability evaluation to attorneys and insurance carrier claims personnel under sponsorship of the Insurance Education Association of Newport Beach, Calif." Robert and his wife Roberta live in Long Beach.

SEYMOUR MAXWELL, BBA '50, is president of Triangle Insurance, Inc., a commercial insurance brokerage in North Hollywood which has 21 employees. Seymour and his wife live in Encino, Calif.

RICHARD F. KERN, BBA '50, has been a district judge for the State of Michigan in Caro for 12 years. He lives in Caro with his wife Martha.

BRYCE S. DURANT, BBA '50, is in real estate development with Fiddlesticks Ltd., a private equity residential golf and country club development in Ft. Myers, Fla. It has 700 acres, two golf courses, 770 single-family lots and villas. The golf professional is Bobby Nichols. Memberships are available and are a prerequisite for real estate purchase within the compound." Bryce and his wife live in Captiva, Fla.

LAVERNE R. PITCHER, BBA '49, MBA '50, retired on June 30, 1981 from his position as vice president for financial affairs at Northern Arizona University, and is now living in Flagstaff, Ariz.

COL. ARTHUR W. RITCHINGS, MBA '50, is retired from the military and living in Petersburg, Va., with his wife Elinor. He is a member of the Rotary Club and on the boards of the Historic Petersburg Foundation, the Petersburg Symphony Orchestra, the Salvation Army, and the United Way of Southside Virginia.

JEHANGIR B. COLAH, MBA '50, reports, "In 1951 I joined Union Carbide Indian Ltd. in their battery plant and was later associated with implementing their petrochemicals and deep-sea fishing projects. Since retirement, I have been working as a staff assistant for The Bombay Dyeing & Mfg. Co. Ltd. in their dimethyl terephthalate project. I would be glad to be of assistance to any alumni passing through Bombay or requiring any business or other information concerning India."

'51 CHARLES F. STRICKLAND, BBA '50, MBA '51, is manager of corporate tax and credit for Rust-Oleum Corporation in Vernon Hills, Ill. He recently served a year as chairman of the Chicago Foreign Trade Credit Group. Charles and his wife live in Palatine, Ill.

BURTON R. SHIFMAN, MBA '51, is currently a lawyer with the firm of Shifman & Goodman, P.C., in Southfield, Mich. He writes, "During more than 25 years in the practice of law, I have been active in the work of the organized bar. I have been president of the Oakland County Bar Association, a member of the representative assembly of the State Bar of Michigan, and presently serve as a commissioner of the State Bar as well as a member of the National Conference of Bar Presidents. Although my career has always been in the law, including 12 years as a judge, I became interested in being a lawyer through the business law class I took in the Business School, taught by an inspired teacher, Prof. Gerald Dykstra. So I have to say that my business school training has not only been invaluable in my career, but led me to that career." Burton lives in Bloomfield Hills, Mich.

WILLIAM P. WATERS, JR., MBA '51, retired as a colonel in the U.S. Army in January 1970. He lives in Petersburg, Va.

NORM MEESE, MBA '51, is the manager of plastic drum operations at Owens-Illinois, Inc., in Toledo, Ohio. Presently

he is also chairman of the Plastic Drum Institute of the Society of the Plastics Industry. He and his wife live in Bowling Green, Ohio.

COL. GERALD T. SMITH, MBA '51, is a business manager for Rockwell International in Seal Beach, Calif., where he began work in 1968 after retiring as a colonel in the U.S. Air Force. His wife is an attorney practicing in Huntington Beach, Calif.

'52 RICHARD K. JOSEPH, BBA '52, is the agency manager of Southern Oregon State Farm Insurance Companies and is active in the Oregon Shakespearean Festival Association. His son Richie attends Southern Oregon State College, and daughter Debbie is a student at The University of Michigan and has served as a legislative intern at Oregon's state capitol in Salem.

GORDON E. GRANT, BBA '52, was recently promoted to senior vice president of marketing for Beaver Insurance Company in San Francisco.

MARJORY A. REUBENE RIDGWAY, BBA '52, is a reading specialist for Baldwin-Whitehall Schools in Pittsburgh. She writes, "For the past ten years, I have been a hard-working member of labor, instead of the management career I once contemplated. I have discovered that teachers must think about the same problems as other labor union members, but with a difference: We are subject to attack from more sides! Another difference: teachers struggle to remain 'professionals' while involved in many nonprofessional activities. I use much of the School of Business general training in my life; thus the change in careers didn't mean my earlier education was wasted." Marjory and her husband live in Pittsburgh.

HUGH L. COLE, JR., MBA '52, has been an employee of Borg-Warner Corp. since 1958, always in an international division. Currently the sales manager for international marketing and planning of Rockford Division, he writes, "I have worldwide responsibility for marketing, manufacturing and strategic long-range planning of Rockford Division products and am also a member of the Division's operating committee." He adds, "Of our five children, two have finished school, two are in college and one is still in high school. My travel schedule keeps me away from home 60 to 90 days per year. When I am home, we like to travel as a family, either flying my Piper Cherokee 6 or driving with camping equipment. The family is also involved in sports, including skiing, tennis and sailing. The two oldest

children are married, and the oldest has a baby daughter. It's a new experience being a grandfather! I always thought of myself as being too young for that—well, time does go on."

'53 RUSSELL EARL BRUBAKER, JR., BBA '53, is the area manager of development services for IBM Corporation's data processing division in San Francisco. He writes, "I have been heavily involved in the development of computer applications (primarily commercial—on line) for the last ten years. My wife, Joanne Sara (a 1953 Lit School graduate) and I have five children, three of whom are graduates of various western universities. We would like to hear from our former classmates." Russell and Joanne live in San Anselmo, Calif.

DAVID JOHN TINKHAM, BBA '53, has his own real estate company, Tinkham Realty of Chevy Chase, Md., and engages in commercial brokerage in the greater Washington, D.C., area as well as in land development.

'54 ALLAN STONE, BBA '54, is a manufacturing systems manager at Beckham Instruments, Inc., in Fullerton, Calif. He received his MBA from UCLA, and is active in local community theatre groups. His son Mike is a junior at the University of California at Irvine; son Robert is a freshman at Rice University; and daughter Melissa is a high school sophomore.

HARRY N. BLUM, BBA '54, and his family now live in West Los Angeles where Harry is president of the Blum Group, Inc., a motion picture marketing and production company. He has produced ten feature motion pictures including Brian DePalma's "Obsession."

LEWIS S. ELIEFF, BBA '53, MBA '54, is a general partner with Wm. C. Roney & Co. of Detroit. He writes, "I have been in the securities brokerage business for 22 years. In addition to my duties as a general partner with the firm, I teach stock market at the University of Michigan's Flint campus in the evenings. I also write a financial column for two local newspapers. Just recently I was selected to appear in *Who's Who in Industry and Finance*." Lewis lives in Grand Blanc, Mich.

'55 PLUMMER V. SAWYER, BBA '55, says, "I received a M.A. from U. of M.'s School of Education in 1957, and at the time of my retirement in 1979, I was the assistant superintendent of business and finance of Napoleon (Mich.) Community Schools."

DAVID J. CAPLAN, BBA '55, is an account executive for finance and a vice president of Merrill Lynch in Southfield, Mich.

EDWIN "TED" C. PARKER, JR., BBA '54, MBA '55, was chief financial officer of Gould Inc. until his resignation last year to acquire Dur-o-wal Inc., the Northbrook, Ill., company of which he is now president. Ted and his wife live in Lake Forest, Ill.

KARL F. HOENECKE, MBA '55, is the president, chairman and chief executive officer of Federal Signal Corporation in Oak Brook, Ill. He is also a member of U. of M.'s Presidents Club. Karl and his wife live in Hinsdale, Ill.

JAMES I. BELL, MBA '55, writes, "On January 1, 1981, I completed 25 years of representing the Balfour Company and Taylor Publishing Company in northern Indiana and southwest Michigan. Our daughter Robin is a junior at Miami of Ohio's business school, and our son Mike is a freshman at Indiana University's business school."

'56 FREDERICK C. HERTEL, BBA '56, writes, "I have joined Barclays Bank International Limited as executive vice president in the North American head office, located in the Pan Am Building in New York City. The Barclays Group is the seventh-largest bank in the world and operates offices in 36 states in the United States. I was also recently re-elected secretary of the Institute of Foreign Bankers."

STEPHEN N. FISHMAN, BBA, '56, is a manufacturers' representative for Stephen N. Fishman & Associates of Franklin Village, Mich., and represents Economy & American Baler Company, which manufactures paper and metal baling equipment for the recycling industry. Stephen and his wife have been married 25 years and their youngest daughter Lyn is a student at the U. of M.

JEROME B. WILLIAMS, BBA '56, is an independent consultant for logical coding of electronic voting systems. He writes, "I provide computer software and training for tabulation of punched-card ballots in 90% of new systems installed in the U.S. and Canada, including the city of Detroit last year." Jerome lives in Oakland, Calif.

WELDON LEE FOLLIN, BBA '56, is a pricing analyst in the accounting department of Whittaker Corp. in North Hollywood, Calif. He says, "In California, living at the same address for over 19 years is an accomplishment by itself, despite travel distances to work ranging from five to

John T. Thomas, BBA '57, MBA '58, is appointed president of E. N. Wilkins & Co.

John T. Thomas, BBA '57, MBA '58, has been appointed president of E. N. Wilkins and Company, Inc., a management consulting firm in Chicago specializing in executive search and selection. He has a family background stretching over 100 years at The University of Michigan, and according to Edwin Wilkins, chairman of the company, "we have welcomed him despite his penchant for humming 'Hail to the Colours that Float in the Light,' and, in the fall, 'Hail to the Victors.'" Thomas is the grandson of the noted U of M language scholar, the late Dr. Hugo P. Thieme, and the nephew of surgical professor Dr. E. Thurston Thieme. He has 25 other family members who are U-M graduates.



60 miles each way at various times with different companies. Any others who remember me from 1952-56 who happen to be in the L.A. area and would like to meet again, please call."

V. JOHN SVAGR, BBA '50, MBA '56, is a partner with Svagr and Dizik, CPAs, of Southfield, Mich. He and his wife live in Rochester, Mich., and have four children.

'57 THOMAS C. LAURELL, BBA '57, is a staff project engineer and an engineering chassis system manager for the Cadillac Motor Car Division of General Motors Corporation in Detroit. He has been with GMC for 24 years. His career progressed from the financial department, where he did cost estimating, to the reliability department, where he specialized in transmissions and chassis, to product engineering and then to the project center, where he is now working. Thomas and his wife live in Inkster, Mich.

CHRISTIAN L. BRUX, BBA '54, MBA '57, is the director of the computer center at Western Illinois University in Macomb. He writes, "My wife LeAnn and I have three children: Laura, 17; Robbie, 16; and William Karl, 9. I was with IBM for ten years and have been with WIU for 14. I do quite a bit of consulting, too, designing and installing business data processing systems."

LAURENCE M. CORCORAN, JR., MBA '57, is a vice president and partner with Executive Search Associates, Inc., in Houston, where he concentrates on accounting, finance and tax areas. He says, "I spent 15 years plus in Western Europe (the United Kingdom, West Germany and Spain) where I was primarily engaged in the oil industry (Conoco and Gulf Oil). I then returned to The States in 1975 where I have been employed in the 'head-hunter' business seeking financial talents for the 'upstream' (exploration/production) part of the industry. Houston is booming and the demand for financial folks in oil and gas (even pre-oil deregulation) is incredible. Entry-level BBAs in finance or accounting now receive four times the amount this 1957 MBA landed when joining Conoco as a financial analyst. Two-year BBA professionals are (or should be) in the mid-\$20,000 range and it is not abnormal to find undergraduate degreed folks with three years of experience at the \$30,000 level. Green grad MBA planners for the industry can now expect offers in the \$25,000 to \$30,000 range. Prospects thereafter—albeit with the majors or the larger independents—are also bright. All in all, there is much opportunity now—and in the foreseeable future—for U. of M. business graduates in this part of the world. The domestic energy industry is headquartered here, the demand for financial folks is unparalleled, and the

existing talent pool can't meet the real people needs which must be generated if industry achieves (and it will) its corporate objectives. Y'all come."

58 H. RUSSELL HOLLAND, BBA '58, has been self-employed at his law firm in Anchorage, Alaska, for over 15 years. He received his LLB from U-M in 1961.

EUGENE T. SKLADANY, BBA '58, is an accountant with Rawnsley & Aquino, CPAs, of San Rafael, Calif.

DAVID E. ENGELBERT, BBA '58, writes, "I recently opened my own office in the Free Press Building in Detroit as a registered investment advisor after having spent the past 11 years in the trust department of Detroit Bank & Trust Co. My previous employment was with Merrill Lynch from 1964 to 1969 and the I.R.S. estate and gift tax section from 1962 to 1964." David received his J.D. in 1962.

ROBERT D. WAGNER, BBA '57, MBA '58, is working as a manager in personnel administration specializing in employee relations with PPG Industries Inc. of Pittsburgh. He was transferred there in May of 1979 from PPG's Delaware, Ohio, coatings and resins plant. He now has 20 years of service with PPG. He writes, "Can you believe my wife Catherine received her BS and MS in social work from Ohio State University where they have so much trouble with the school up north?!"

JACK GRAY, BBA '58, MBA '58, is a professor of accounting at the University of Minnesota's School of Management in Minneapolis. He recently returned from a visiting professorship at The European Institute of Business Administration at Fontainebleau, France.

EDWARD ADAM BESSEMER, BBA '58, MBA '58, is an administrative advisor for the East Kentucky Power Cooperative Inc. of Winchester, Ky. He also received his law degree from U. of M. in 1956. He and his wife live in Lexington, Ky.

RICHARD R. JOHNSON, MBA '58, is currently a managing director in Kenya for General Motors Overseas. He has been overseas with GMC for 15 years, serving in France, Argentina, the Philippines, Zaire, Korea, and Kenya.

DAVID S. LITVACK, MBA '58, is a doctoral student and faculty lecturer in marketing at McGill University in Montreal, Quebec, Canada. "I am president and general manager of Buywell Food Markets Ltd.," David writes. "In 1977, I joined the doctoral program at McGill and I

hope to be finished by the end of this year. I will then become a full-time professor of marketing, specializing in channels of distribution and retailing."

59 WILLIAM HOCKENBERGER, BBA '59, is a manager with Deloitte Hasking and Sells where he specializes in management advisory services. He was recently transferred from the firm's Denver office to the Salt Lake City office.

SALLY LYNNE ECKWALL JARVIS, BBA '59, is a mathematics teacher at Berkley High School in Berkley, Mich. She received her master's degree in education from Wayne State University in 1965.

WALLACE G. BOERSMA, BBA '59, is president of Boersma Computer Systems, Inc. He received his MS in accounting from Colorado State University in 1971, is a certified public accountant, and owns his firm which installs a fully integrated, multipurpose financial general-ledger system on IBM computers.

PAUL RICHARD CARLSEN, BBA '59, is a certified public accountant and real estate broker with his firm, Paul R. Carlsen, Inc., of Cameron Park, Calif. He writes, "My wife and I have lived in California since my graduation in June, 1959. We have six children, three married and three in college. We live on Cameron Park Airport and own a 1974 Cessna Skyhawk, which we lease out, and a 1978 Mooney 201, which I and my wife and sons, Scott and Dale, fly in our business."

LYNN R. EVANS, BBA '59, MBA '59, is currently director of personnel and public relations for the Delco Moraine Division of General Motors in Dayton, Ohio. Delco Moraine, the brake systems division for GM, has major plants in Dayton, Fredericksburg, Va., and Paris, France. Lynn writes, "Prior to this assignment, I had been director of salaried compensation for GM Corp. in Detroit." He has been active in the U-M Club of Detroit where he served on the executive board, was chairman of the summer jobs program for the football team, and was active in football recruiting.

EDGAR L. GRIFFITH, MBA '59, is an associate director of the Procter & Gamble Company in Cincinnati, Ohio. He is in charge of employee-employer relations for 17 soap, toilet goods and food plants for P&G's U.S. operations. He recently returned from a three-year assignment at P&G's wholly-owned Japanese subsidiary, where he was the personnel director for the entire Japanese operation. He writes

that his son graduated from U. of M. in December of 1979 with a bachelor's in math and economics.

JOHN A. CABLE, MBA '59, is a partner with Elbach & Johnson, a small tool and die maker located in Glenwillard, Pa.

DANIEL B. SCHNEIDER, MBA '59, is an instructor with IRM Associates, Inc., of Washington, D.C. He pioneered the development of the principles and practice of organization-wide data resource management and authored the document, *An Executive's Guide to Data Resource Management*. He has also developed an approach to information Resources Management (IRM) that enables an orderly management strategy to unite data processing, office automation and the non-system aspects of information in organizations.

60 MRS. WILLIAM D. CHADWICK, BBA '60, is a computer science professor for the Los Angeles Community College District. She is also a writer and owns a computerized financial services business. She and her husband live in Woodland Hills, Calif.

MICHAEL G. DODGSON, BBA '59, MBA '60, has been in the real estate business since 1960, and has owned Dodgson Realty Co. in Grand Rapids since 1971. He specializes in commercial-industrial brokerage, property management and syndications.

EARL W. TAYLOR, MBA '60, is president of Earl W. Taylor & Company, P.C., in Ann Arbor. Earl writes of his company, "We have just completed our 15th year of service as a firm of certified public accountants serving clients in South-eastern Michigan."

61 ROBERT A. ROMANOFF, BBA '61, writes, "I am in the general practice of law, although I concentrate in criminal law. I am licensed to practice before the U.S. Supreme Court. I also lecture extensively on the use of hypnosis in the law. I have lectured to well over 100 police officers on hypnosis as a law enforcement aid, and am also the attorney or legal advisor for several organizations involved in hypnosis." Robert and his wife live in Chicago.

JOHN H. VANNEST, BBA '61, is a science and business teacher at Tom Clark High School in San Antonio, Texas. "I am doing great," John writes, "and am grateful for The University of Michigan opportunity. Many doors opened to me as a result of my university experience. I am only limited by my own ambitions to do more."

KAY WARMAN TUTTLE, BBA '61, is a high school guidance counselor with Baldwinsville (N.Y.) Central Schools. She writes, "I love my work, as I am doing a wide variety of counseling and career guidance activities. My business background is extremely helpful in discussing career possibilities with today's teenagers. I am very active in the N.Y. Personnel and Guidance Association and Vocational Guidance Association, since I believe professional organizations are an invaluable means of keeping up with trends and policies." Kay adds, "Outside of work, I am an avid outdoor person: I ski in winter three or four times a week, and hike and camp in summer, traveling to various parts of the U.S."

DANIEL W. McAULIFFE, BBA '60, MBA '61, is an associate vice president and branch manager for A. G. Edwards & Sons, Inc., a stockbroker/finance firm in Sun City, Ariz.

CHARLES D. WINSLOW, MBA '61, moved to Tokyo in June 1981 to head up Arthur Andersen & Co.'s consulting division there.

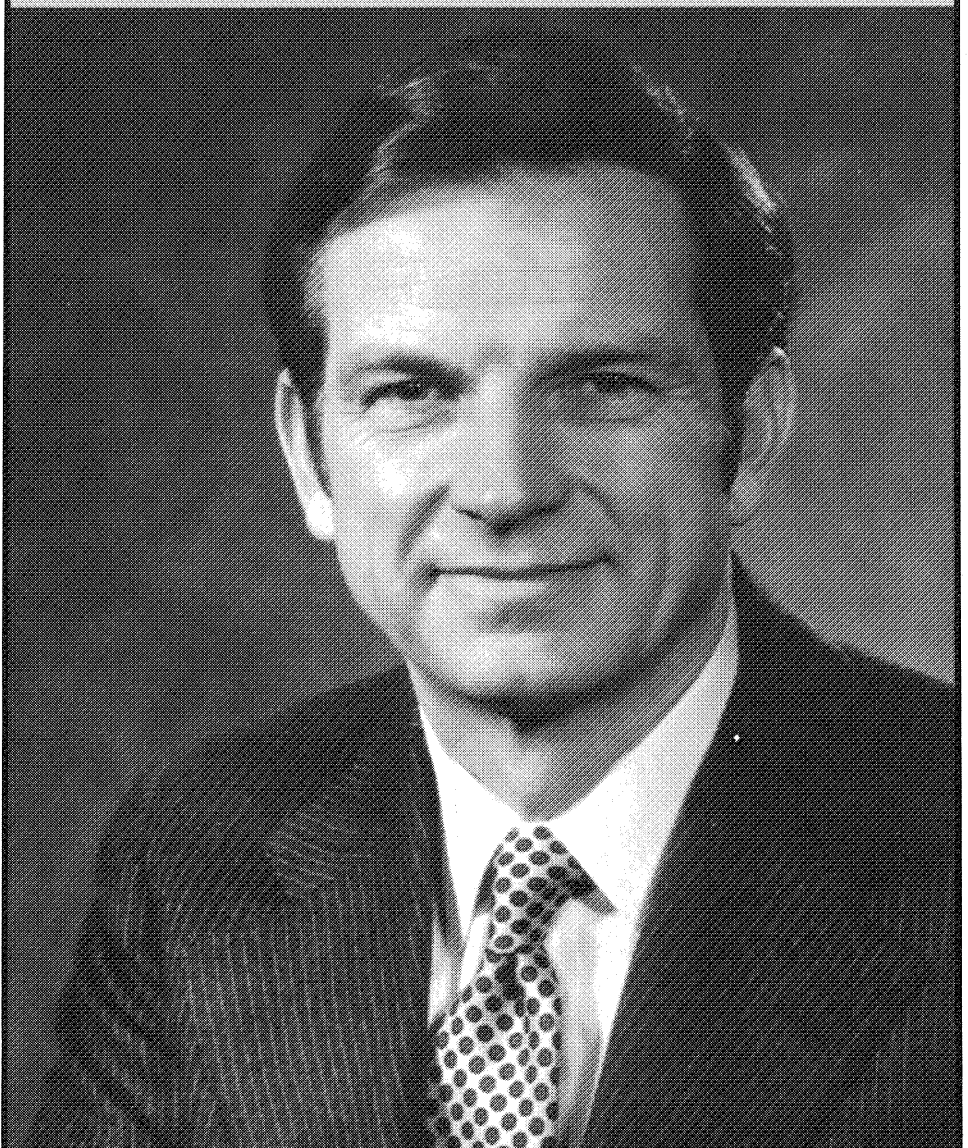
RALPH W. GARLICK, MBA '61, is a senior vice president for the corporate banking firm of Old Kent Bank and Trust in Grand Rapids, Mich. He is on the board of directors for Blodgett Memorial Medical Center, White and White Pharmacies and the Grand Rapids Urban League. He and his wife Sue have two daughters: Carey, 17, and Ann, 15.

62 LARRY GEORGE FRAMPTON, BBA '62, writes, "After attending the Graduate School of Banking in May 1980, I received approval from the Comptroller of the Currency to form a new bank. The Wilshire Bank in Los Angeles, of which I am president, opened in May 1981."

BRUCE C. BROWNE, BBA '62, writes, "I went on for my MBA in finance at Wayne State University, and my Juris Doctorate at Western State University's College of Law in San Diego, Calif., and am licensed to practice law in California. I was recently promoted from account executive to vice president at Campbell-Sorensen Machine Tool in Sterling Heights, Mich. Campbell-Sorensen Inc. is a diversified company; its machine tool division is one of the largest in the United States, dealing both in U.S. and foreign markets." Bruce and his wife live in Dearborn, Mich.

DAVID S. RAMSEY, MBA '62, is the executive vice president for management at the Iowa Methodist Medical Center in Des Moines.

Philip L. Smith, BBA '60, MBA '61, is named chief of General Foods Corporation



Philip L. Smith, BBA '60, MBA '61, was named president and chief operating officer of General Foods Corporation in October. Smith joined General Foods in 1966 as a product manager in the Maxwell House Division, and in 1969 moved to the desserts division to become advertising and merchandising manager. He progressed in the company, holding the positions of divisional vice president for marketing and development and divisional executive vice president. In 1974 he was named a corporate vice

president, and in 1977, he was elected group vice president and president of the Maxwell House Division.

Last May, General Foods, in negotiations headed by Smith, acquired Oscar Mayer & Co., the Wisconsin-based meatpacking company. Just before the acquisition, General Foods alone was listed in the Forbes 500 as being the 73rd largest American company based on sales. The combined companies now boast annual sales of about \$8 billion and more than 60,000 employees.

'63 LEE JOHN SCLAR, BBA '63, is an associate professor at Rutgers University School of Law in Newark, N.J., where he teaches courses in corporations and securities regulation. Lee and his wife live in Maplewood, N.J.

GERALD E. ROSS, BBA, '62, MBA '63, writes, "In addition to my business degree, I received my J.D. from U-M in '67. I have practiced law in New York City for 14 years, and recently opened my own office, specializing in general corporate law."

DENNIS JOHN EATON, MBA '63, is a product program manager for IBM's corporate component procurement division, based in Poughkeepsie, N.Y. He says, "My work involves running a functional organization responsible for program management of vendor semiconductor technology used throughout IBM worldwide." Dennis reports that he travels extensively, and his hobbies include swimming five miles a week, bicycling, tennis, and racquetball. He and his wife Elaine have two sons, age eight and 11, and live in Wappingers Falls, N.Y.

ROYCE G. ENGEL, JR., MBA '63, has been promoted to the position of director of management and analytical sciences in the McDonnell Douglas Automation Company based in St. Louis, Mo.

DAVID BULLWINKLE, MBA '63, was recently appointed vice president of Forest Oil Corporation's Capital Formation Group located in the corporate headquarter's office in Denver, Colo. David is responsible for private and public placement of oil and gas interests, and certain corporate financial planning duties. Prior to joining Forest Oil, he was a vice president of The Mutual Life Insurance Company of New York (MONY) where his major duty was to manage their \$3.5 billion securities investment operation located in New York City. In 1962, David received his bachelor's degree from the Principia College in Elmhurst, Ill. He also attended Columbia University Business School's Arden House Executive Program in 1976. He was formerly a director of MONY Reinsurance Corp., and is presently a member of the New York Society of Security Analysts. David, his wife and their two children have relocated to Cherry Hills Village, Colo., from their former home in Watchung, N.J.

BRUCE J. PIERCE, MBA '63, is president and chairman of the board of Bruce J. Pierce & Associates Inc., an investment

company in Albuquerque, N.M. He was a credit analyst trainee and senior credit analyst at the National Bank of Detroit from 1960-64; executive vice president of the Bank of New Mexico in Albuquerque, 1964-69, and president, then chief executive officer and director, 1970-77. He is currently chairman of the board of Funds Management Inc. in Albuquerque, and of Property Management Inc. Bruce also is a general partner of both Rosenwald Ltd. and Auric Partners Ltd. Additionally, he is a member of a task force for Albuquerque Center Inc.; on the advisory council for the University of New Mexico School of Business and Administrative Science; on the board of directors for United Way and Neighborhood Housing Services in Albuquerque; and chairman of the finance committee of Albuquerque's St. Joseph Hospital.

'64 DR. SUZANNE K. ZOSS, BBA '64, is a clinical psychologist for the Smoky Mountain Area Mental Health Inpatient Unit at Angel Community Hospital in Franklin, N.C. Suzanne is the co-author of a paper presented both at the Seventh International Conference on Personality Assessment, which was held in February 1980 in Honolulu, and also at the Southeastern Psychological Association meeting in March, 1980, in Atlanta; her paper dealt with assertive and aggressive behaviors in residents of rural Appalachia.

ALEX R. DUNN, JR., BBA '60, MBA '64, is a broker associate working in real estate and counseling for Remax Associates Inc. of Englewood, Colo. Alex completed over 24 years as a naval aviator before retiring with the rank of commander in September 1969. He then became regional sales director for two regions consisting of 13 states for an international company. He joined Moore & Co. Realtor in 1971. In July of 1977, he moved to Remax. The youngest of his four sons graduated from Belleview High School in June 1981. He writes, "I am an active outdoorsman—tennis, hunting, fishing, skiing, camping, backpacking, river-rafting—you name it!" He belongs to Optimists International and is an international broad-jumping champion. He says he is "occasionally known to taste a sip of wine," and has a worldwide reputation on speaking circuits for his famous three-hour speech on "My Humility."

MARTIN D. COHEN, MBA '64, became a partner in the firm of Checkers, Simon & Rosner, Certified Public Accountants of Chicago, in June 1980. He specializes in audits of brokers and dealers in securities and commodities. He is a member of the Illinois CPA Society, and of the Specialized Industries Committee on Brokers and Dealers. Martin was a recent speaker at the Kent University Law School's seminar on commodities law. His wife, Linda, of Birmingham, Mich. (also a U-M alumna) owns and manages a one-hour martinizing dry-cleaning plant. "It must be her art school training!" Martin says. They are both also kept busy raising two sons, aged 11 and 14. The Cohens live in Northbrook, Ill.

JAMES PERLMAN, MBA '64, is president of Trial Devices, Inc., a small, two-year-old marketing consulting firm which specializes in grocery products. He is also associated with a major new cooperative print merchandising company called Sunday Comics Couponing Corporation, which is growing dramatically, James says. Prior to starting Trial Devices, Inc., he was for six years marketing director for the grocery products division of Allied Mills, Inc., a division of Continental Grain Co. He lives in downtown Chicago, has a six-year-old daughter, and collects oriental carpets, in addition to Gothic and Renaissance decorative arts.

'65 EUGENE WAYNE PITTENGER, BBA '65, is the manager of information operations and services for Digital Equipment Corporation of Maynard, Mass. He retired from the U.S. Air Force as a Lieutenant Colonel in 1976. He received his M.S. degree with distinction in systems management from the Air Force Institute of Technology. Eugene and his wife have two children, Robert and Brian, and live in Chelmsford, Mass.

RICHARD C. SLAYTON, MBA '65, is vice president and manager for executive recruiting for Boyden Associates, Inc. of Toledo, Ohio. He writes, "I began my business career in 1960 with the General Electric Company in its manufacturing training program, and subsequently spent one and one-half years in computer marketing and two years in subsection management with General Electric's power circuit breaker department. My consulting career began in 1967 with a Philadelphia firm, where I advanced to associate director in consulting engineering. I established my own consulting business in 1970. In 1976, I joined Boyden Associates, Inc., and on January 1, 1981,

was appointed managing associate of the Toledo, Ohio, office." Richard is married to the former Donna Stage, University of Buffalo—1958, and they have two children, Rick (16) and Rob (13).

ROGER A. DUNN, MBA '65, is the personnel director of Kaiser Aluminum in Oakland, Calif. "After graduating from U. of M.," he writes, "I joined Kaiser Aluminum's headquarters in Oakland, Calif., and have transferred to several plant and division locations. I have now been back in the headquarters for six years. I am married, have two children and live in Moraga, Calif. I recently came back and spoke to the graduating MBAs from Michigan."

'66 STANLEY T. RZAD III, BBA '66, is a controller for Schlegel Corporation in Frederick, Okla. He received his MBA from Seton Hall University in 1975. He served nine years with Johnson & Johnson in various positions in accounting and management. He and his wife have a son and two daughters. Stanley, whose home state is Michigan (he was born in Dearborn), says he follows all U-M sports.

THE REV. JOHN P. JACK, BBA '66, writes, "I am a pastor in the Lutheran Church in America serving at St. James Lutheran Church of Jackson, Mich. After graduating from Michigan in 1966, I went to The Lutheran School of Theology at Chicago, where I received a Master of Divinity degree in 1970. I was ordained on May 19, 1970. I am married, and we have five children. I have found much of my business school background helpful in parish work."

JACQUES PAUL ESPINASSE, BBA '65, MBA '66, writes that he was appointed finance director of Sommer-Allibert S.A. of France in April 1981. "This company, whose turnover is \$700 million, employs 10,000 people in 17 countries. We specialize in floor covering and in plastic products for domestic and industrial application; we rank number one in Europe in these two fields."

GORDON J. WILKIE, BBA '64, MBA '66, is the assistant director of personnel and labor relations for the City of Regina in Saskatchewan, Canada. He says, "After graduating from the U. of M. in 1964, I pursued a professional hockey career. During the summers of 1965 and '66, I obtained my MBA. At the end of the 1967-68 hockey season, I retired from professional hockey to pursue a career in the personnel field." He began working for the City of Regina in 1968, and

started his present position in June of 1971. His duties include assisting in the administration of a central personnel program which includes labor relations, wage and salary administration, position classification, employee benefits, recruitment and selection, in-service training programs as well as accident and safety training programs. Gordon and his wife have two children.

HAROLD H. EASTON, JR., MBA '66, is a student at New York University, working on his PhD in educational theatre. He is a teaching fellow at NYU, and works and performs in the New York area.

ROBERT G. GIST, MBA '66, writes that he is currently working in the real estate department of Automobiles Peugeot in Paris, France, as an assistant for international property matters. He came to that job as a result of the acquisition of Chrysler Corporation's European companies by Peugeot. Robert's current responsibilities include supervision of real estate activities for the Peugeot group of companies in the United Kingdom and Spain. He had previously been deputy director of Chrysler's European real estate department. In June 1980, he attended a dinner in Paris in honor of Dean Whitaker who was there visiting with Business School alumni. Robert sends greetings from Paris.

DR. THOMAS J. HINDELANG, MBA '66, writes that he was recently promoted to professor of finance and statistics at Drexel University's College of Business and Administration in Philadelphia. He says, "I have a new book: *The Strategic Evaluation and Management of Capital Expenditures*, published by AMACOM in May 1981. This book joins my other two major books: *Capital Budgeting: Planning and Control of Capital Expenditures* (Prentice-Hall, 1979) and *The Lease/Buy Decision* (AMACOM, 1980)." Thomas lives in Kennett Square, Pa.

'67 RONALD T. HUBBARD, BBA '67, writes, "I am a practicing tax attorney and a principal member of the law firm of Plotkin, Yolles, Siegel & Turner, P.C., in Southfield, Mich. I maintain a general business and tax clientele and have specialized in the representation of individuals charged with white-collar crimes with special emphasis in the area of income tax fraud. The government's concern in detecting and prosecuting business-related criminals shows no sign of abatement. In my experience, most large corporations are ill-prepared to anticipate or defend against allegations of criminal conduct."

Ronald adds, "It might be beneficial for the Business School to consider a course of study relating to the legal and ethical considerations of business practice." He lives in Birmingham, Mich.

JOHN W. LAMBRECHT, BBA '67, is affiliated with the Lambrecht Realty Company in Detroit, where he is involved in office building, apartment and industrial property investments. "I finished the 1980 year as president of the Detroit Board of Realtors," John writes, "also served on the board of directors of the Michigan Association of Realtors, and received the Realtor of the Year award. I am the 1981 chairman of the board of the Detroit Central Business District Association." John and his wife lives in Grosse Pointe, Mich.

RONALD A. HOUSE, BBA '66, MBA '67, was recently appointed comptroller of Aspen Development Ltd., and is responsible for financial management of operations for the Michigan-based firm and its affiliates. Ronald reports that Aspen Development Ltd., which was founded in 1973, owns and operates manufactured housing communities in Michigan, Indiana, and Florida. The company's plans call for future expansion into other southern and western areas, particularly in Utah, Montana, New Mexico, Arizona and Western Colorado. Ronald's business background includes serving on the senior tax and audit staff of Touche Ross & Company; and as controller at Muir Drug Company; vice president for finance, corporate secretary and treasurer for Centurion Flight Center Inc.; vice president and treasurer of Curtis Systems Inc.; and controller for a five-unit restaurant chain headquartered in Wyoming, Mich. "My wife and five children and I live in Wyoming," Ronald writes. "My current community activities include the position of president of the Grand Rapids Public Schools' Oral-Deaf-Impaired parent group, and a position on a local school board."

ELMER R. "BUD" EDMAN III, MBA '67, joined Bernstein & Bank, a large Chicago-area CPA firm, in January 1981 as a firm administrator after seven years with Peat, Marwick, Mitchell & Co. in Chicago and six years with CNA Finance Corporation. Elmer and his wife live in Westmont, Ill.

JOHN P. JUNGE, MBA '67, was serving as vice president for Alliance Properties Inc. in Reston, Va., in early 1981. He writes that he, his wife and their three sons ("all true BLUE fans"), are planning to move to the Kansas City, Kansas area.

JONATHAN P. LAUN, MBA '67, is president of both the A.A. Laun Furniture Company and the A.A. Laun Lumber Company in Kiel, Wis., where he and his wife live. He is also vice president and director of the State Bank of Kiel, treasurer and director of both Elkhart Lake's Road America road racing, and of the National Association of Furniture Manufacturers.

RICHARD J. CLARAMITARO, MBA '67, holds the position of manager of management systems for Burroughs Corp of Detroit. Richard directs information-systems planning for the corporation's customer service and support activity worldwide. He lives in Rochester, Mich.

'68 MRS. SUSAN K. YUNES FELDMAN, BBA '68, is a management analyst for the U.S. Department of Health and Human Service's National Institutes of Health. Susan writes, "Although I have been working at the National Institutes of Health almost twelve years, the last five have been part time to give me time to play 'mom' to my son Jake (born in May 1976) and my daughter Lori (born in May 1979)." Susan is married to Stuart Lee Feldman, MBA '66, and they live in Potomac, Md.

LOUIS C. LACHANCE, MBA '68, is president of NuCon Corporation, a Livonia, Mich., company which he started in 1973. It produces turbine engines, jet engines and aircraft components. Twenty-five percent of their market is overseas. The company utilizes computers to control production equipment on a round-the-clock basis. Louis and his wife live in Northville, Mich.

CHARLES P. CURRY, MBA '68, writes, "Since 1976, I have been a consultant with Decision Planning Corporation of Costa Mesa, Calif. We design project management systems and train people to use them. The design work includes writing systems descriptions and procedure manuals. The implementation and training include everything from individual tutoring to presentation of self-contained audio-visual programs which we write and produce—I have prepared about a dozen of these in the last two or three years." Charles elaborates on his education at U-M: "As is probably quite normal, my MBA has served my needs in ways totally unexpected at the time of my graduation. On the one hand, about the only *specific skill* acquired during my coursework at U-M that I am still using is the correct use of the IBM programmer's template. On the other hand, the general

atmosphere of learning, *and* the inquisitiveness fostered at the U-M, *and* the exposure to a number of different disciplines, *and* the emphasis on quality work, *and* the visiting lectures from government and industry, *and* . . . ad infinitum, gave me a broad background which I use in some form or other on a daily basis." Charles and his wife and two children live in Apple Valley, near St. Paul, Minn.

RICHARD E. WHITE, MBA '68, was recently appointed group products director for 7UP brands, of The Seven-Up Company. Richard was previously general manager of marketing for Heinz U.S.A. He joined Heinz in 1971 as an assistant product manager. The Seven-Up Company, an operating company of Philip Morris Incorporated, markets 7UP, the world's third-largest selling soft drink, and Diet 7UP, through franchised bottling operations in the U.S., Canada, Puerto Rico and throughout the rest of the world through Seven-Up International.

GREGORY D. GENTLING, JR., MBA '68, is the executive vice president of the South Minnesota Broadcasting Co. in Rochester, Minn. The company is a family-owned broadcasting/cable business with ten radio stations in five markets (Rochester, Minn.; Sioux Falls, S.D.; Rapid City, S.D.; Lubbock, Texas; and Santa Barbara, Calif.) and a cable system in Crookston, Minn. Gregory succeeded his father as chief executive officer in 1978. Prior to that time, he was general manager at a Santa Barbara, Calif., station from 1975-78; a salesman at a Minneapolis station, 1972-75; operations director at a Rochester, Minn., station, 1969-72; and financial intern with Chrysler Corp., 1968-69.

'69 MICHAEL J. FIROSZ, BBA '69, is a personnel manager for Quanex Management Sciences in Southfield, Mich. He writes, "After leaving U-M, I spent several years in sales, progressing into management. I then became an independent consultant and was subsequently hired by one of my clients to head up the personnel effort in a rapidly expanded computer services firm." Michael and his wife live in Troy, Mich.

CLINTON W. KNOWLES, BBA '69, writes that, after three years with Bendix Corporation, he left in March 1981 to join the controls division of Singer Company as vice president and controller. "Controls has sales of about \$115 million and seven plants in the U.S., Canada and Spain with licenses in Holland, Australia and Japan as well," Clinton says. He and his

wife and family recently moved to Barrington, Ill., north of Chicago.

JEROME T. BACHMAN, MBA '69, was recently promoted by Gulf Oil Chemicals Company to comptroller in the specialty chemicals division; he had previously held the position of manager of budgets and performance reporting. Not long ago Jerome was awarded the Certificate in Management Accounting from the Institute of Management Accounting. He lives with his wife and two children in Clear Lake City, Texas.

RICHARD FINE, MBA '69, was recently named sales manager for consumer products by Frelen Corporation of North Billerica, Mass. Frelen's consumer products include closed-cell polyethylene pipe insulation and weatherization products for homes and commercial buildings. Richard, his wife and their three children live in Holliston, Mass.

GEORGE L. GITZENDANNER, MBA '69, is a financial analysis manager with Ford Credit Australia Limited in Melbourne, Australia. Prior to this current assignment, he was the business development specialist for the Latin America, Mid-East and Africa, and also the Asia-Pacific region's vice president in Ford's finance and insurance operations. The Gitzendanner family (George's wife Carol, LSA '65 to '69, and their sons Rob and Matt) are adjusting to life driving on the "other" side of the road and riding trams to school.

'70 E. THOMAS CITRON, BBA '70, is a lawyer with Citron & Citron of Detroit. Of his newly arrived second child, he writes, "Reserve a place in the Class of 2003!"

GARY R. DIESING, BBA '70, writes, "After graduation from the Business School, I enrolled at U-M law school. My legal education was interrupted by two years of military service, after which I returned to law school and graduated in 1974. I have been practicing law in Toledo, Ohio, ever since." The law firm which he is associated is Shumaker Loop and Kendrick.

JAMES C. KLEMANSKI, BBA '70, is an attorney in Lathrup Village, Mich., who established his law practice in November, 1980 after several years of employment with firms in the metropolitan Detroit area. James and his wife live in Ferndale, Mich.

THOMAS W. WALSH, MBA '70, is a partner in the accounting and auditing firm of Price Waterhouse & Co. of Washington,

D.C. He joined Price Waterhouse in Tampa, Fla., in 1970 and, in 1975 spent five months in Melbourne, Australia, under a firm exchange program. He transferred to the Washington office in 1980. Thomas is a member of the AICPA, the Florida institute of CPAs (where he serves on the practice review committee) and the National Association of Accountants. He has been a member of the industry-projects, membership, and established-industries committees of the Pinellas County Committee of 100 and was on the governmental relations committee of the St. Petersburg Chamber of Commerce. He has also served the St. Lawrence Church and School on its financial advisory board.

71 J. TERRENCE, MAC EWEN, MBA '71, is a product manager for marketing at Yoplait, U.S.A., a subsidiary of General Mills, headquartered in Minneapolis. He writes, "My wife and I celebrated the birth of our second daughter, Kathryn Eileen, last December." In fact, when Fortune magazine covered General Mills' 33 consumer-food product managers in their January 12, 1981, issue, only 32 were pictured. The photo's caption explained: "When the photo was taken, the manager for Yoplait yogurt, J. Terrence MacEwen, 33, was at a hospital where his wife was giving birth to their second child—a girl."

DONALD H. DIECK, MBA '71, is an account executive at Merrill Lynch in Southfield, Mich. He reports that in 1981, he was elected to the Executive Club at Merrill Lynch; in 1980, he was selected for Who's Who in America; and in 1979, he was named to Who's Who in Business and Finance.

HOWARD F. VOIGT, MBA '71, is an executive engineer for Ford Motor Company in Dearborn, Mich., where he is in charge of component engineering for all new advanced car designs.

72 DARRYL J. MCLAUGHLIN, BBA '72, has returned to Ann Arbor to manage the recently opened Ann Arbor office of Plante & Moran, CPAs. Plante & Moran is the largest independent certified public accounting and management consulting firm in Michigan. In addition to providing auditing, accounting, tax and management consulting services, the firm is a specialist in the auditing of school districts and municipalities.

PATRICK D. RYAN, BBA '72, attended the Detroit College of Law following his

Edward Jennings, Ph.D. '69, is the new president of Ohio State University



Edward H. Jennings, Ph.D. '69, was appointed Ohio State's 10th president, effective Sept. 1, 1981. Jennings came to Ohio State from the University of Wyoming, where he had been president since 1979. Before going to Wyoming, Jennings had been at the University of Iowa, where he served in various faculty and administrative posts, including those of professor of finance, and vice president for finance and university services.

Jennings is a graduate of the University of North Carolina, and received his MBA from Case Western Reserve University. His Ph.D. from the Business School is in finance. He was chosen as president of OSU after some six months of work by the search committee, during which time the committee reviewed nearly 200 applicants, nominees and others, and conducted interviews with approximately 40 individuals.

graduation from U-M. After graduating cum laude in 1975, Patrick was hired by Plunkett Cooney Rutt Watters Stanczyk & Pedersen. He was employed at their Detroit office for 4½ years, and now practices out of the firm's Mt. Clemens office. He specializes in civil litigation and defense.

WILLIAM BUFE, BBA '69, MBA '72, has been appointed partner in charge of the recently opened Ann Arbor office of Plante & Moran, CPAs. The firm, which also has offices in Southfield and Mount Clemens, has a staff of 250 people and renders a full range of audit, tax, management consulting, personal financial planning, executive search, and personnel services to a broad spectrum of publicly and privately held companies, and health care, education and governmental units.

JOHN JACOB PAULSON, MBA '72, was promoted in March 1981 to executive officer of the Navy Regional Contracting Office in Philadelphia.

GEOFFREY R. GLICK, MBA '72, writes, "I have recently joined the J. I. Kislak Mortgage Corporation as senior vice president. Kislak is one the nation's oldest and largest mortgage banking firms. Prior to joining Kislak, I was vice president of GDV Financial Corporation." He serves on the board of governors of the Mortgage Bankers Association of Greater Miami. Geoff and his wife have two children and live in Miami.

GLENN ALAN ROSSMAN, MAS '72, is a pension actuary for Lincoln National Pension Insurance Co. in Fort Wayne, Ind. He is a fellow of the Society of Actuaries, a member of the American Academy of Actuaries, and an enrolled actuary.

JOSEPH A. WANKO, MBA '72, is working in accounting for Lilly & Co. and is currently stationed in Madrid, Spain, where he will remain for another one to three years. He and his wife have two young children, a son and a daughter.

DAVID L. TORNGA, MBA '72, is an attorney with the firm of Nine & Maister of Bloomfield Hills, Mich. He published an article entitled, "Dispositions of Real Property" in the winter '81 issue of the *Journal of Real Estate Taxation*.

73 MRS. KATHRYN ANN MELLE KOEPEL, BBA '73, worked for Ernst & Ernst for 1½ years, and later was an assistant controller, then controller, for a manufacturing company for 3½ years before her temporary retirement to homemaker status. She and her husband live in Ann Arbor.

BRIAN W. GOODELL, BBA '73, is employed as a production control supervisor for Sundstrand Corporation in Rockford, Ill. Brian reports that he received his MBA in December 1979 from the University of Wisconsin. He is a certified MRP practitioner at Sundstrand, where he has been working for six years. He is currently responsible for the execution of the production plan for \$100 million in spare-parts sales for aviation products.

STEVEN M. BAKER, BBA '73, is a lawyer in the areas of corporate, commercial and estate law with the firm of Patterson, Eberlie & Millson of Windsor, Canada. Steven attended law school at the University of Windsor, and passed the bar exam for the Province of Ontario in 1979. He and his wife are raising their two children, Shelley and Jason, in Windsor.

DANIEL J. KURKOWSKI, BBA '73, is a system support manager for the remote computer services division of National CSS, Inc., of Sunnyvale, Calif. Daniel writes, "I am enjoying the good life in the beautiful San Francisco Bay area with my wife Susan, and our beautiful young son, John Benjamin, who was born in April 1980."

RICHARD D. HENDRICKS, BBA '73, became a partner with the Ann Arbor firm of Icerman Johnson & Hoffman, CPAs, in July 1980. He is presently in charge of auditing standards and review within the firm. He and his wife live in Ypsilanti.

GARY WAYNE SLATER, BBA '73, is a partner in a Jackson, Mich., CPA firm.

WILLIAM D. THOMAS, BBA '73, is the owner of the Farmington branch of the Sherwood Forest Country Corners, and of Sherwood Forest Landscaping in Rochester, Mich. "Go Blue!" he exclaims, and adds, "Most if not all of our business competitors in landscape design and construction are MSU grads, but U. of M. business school gave us the competitive edge to grow very successful. Thanks." Additionally, William reports that he is still playing hockey, including in tournaments in Canada and the U.S. His senior "A" team won the state championship for four of the last five years.

JAMES D. BUTLER, BBA '73, is presently an assistant personnel officer for the V.A. Lakeside Medical Center in Chicago. He writes, "I graduated in June 1981 from Kellogg Graduate School of Management at Northwestern University. My majors were finance, and hospital and health services management."

DAVID M. KAUFMANN, MBA '73, passed the CPA exam in 1978, and worked from

1978-80 in Arthur Andersen & Co's small business tax division in Chicago. In December he moved to Denver where he has successfully started a CPA practice. He offers services in tax for individuals, corporations and partnerships, and accounting, SEC and NASD reporting for the securities industry.

BRENT J. BARNES, MBA '73, is a senior field sales engineer for Texas Instruments, Inc.'s semiconductor group in Southfield, Mich. He spent four years in the U.S. Air Force, from which he separated as a captain in 1977. Now he and his wife live with their two children, Aaron and Lindsay, in Union Lake, Mich.

THOMAS W. WEBER, MBA '73, writes, "For the last three years, I have had product planning responsibilities for Ford's new Escort/Lynx car lines." He and his wife live in Ann Arbor.

74 WILLIAM A. STRONG, BBA '74, writes, "Upon graduation, I moved to Tokyo, Japan, where I worked as a communication consultant for various companies, primarily for Nippon Montedison. In 1979, I joined Bank of America New York. I started out in their training program, then joined the Asia Division, first as administrative officer and currently as account officer of a special project team for Japanese relations." William and his wife live in Fort Lee, N.J.

LUCY JEANNETTE REUBEN, MBA '74, completed her doctoral studies and defended her dissertation in November 1980. She is currently an assistant professor of finance at the Fuqua School of Business of Duke University in Durham, N.C.

BRIAN S. BRANDT, MBA '74, has joined Rust-Oleum in Vernon Hills, Ill., as director of advertising. Prior to that, he spent four years as an account executive at Leo Burnett working on Pillsbury and Kellogg accounts. Brian and his wife live in Glencoe, Ill.

DANIEL M. PENCE, MBA '74, is a federal region technical manager for ADP Network Services Inc. in Washington, D.C., where he and his wife live. "I am enjoying my third year in Washington," Daniel writes. "There are a lot of U. of M. alums here, most of whom wave the flag on the day Michigan plays Notre Dame in football."

LES KOTMAN, MBA '74, recently joined Herman Miller, Inc., in Zeeland, Mich., where he is responsible for its tax department. Previously he was a tax manager with the CPA firm of Price Waterhouse & Co.

JOHN JOSEPH RIEDEL, MBA '74, was recently appointed chief financial officer of University Microfilms, a subsidiary of the Xerox Corporation. "I have held a variety of financial positions with this company since completion of my MBA," he writes. John lives in Ann Arbor.

MITCHELL H. KAMINSKY, MBA '74, left Abraham & Straus in 1978, and joined Gem Pawnbrokers Corp. of New York City as its secretary-treasurer. In 1980, he became its president. Mitchell and his wife, who married in 1978, recently purchased a home in Sea Cliff, Long Island. He belongs to the Professional Association of Scuba Divers, the Olympic Racquetball Club, the Nimrod Rifle Association and the Miramar Yacht Club.

'75 WAYNE D. SMITH, BBA '75, began working for Bank of the Commonwealth in Detroit shortly after receiving his MBA from Grand Valley State College in December 1976. He is currently an assistant vice president in commercial lending. Wayne married Susan Kay Tincknell, BSN '75, in 1974 and they have two children. The Smith family lives in Mount Clemens, Mich.

JACK JOSEPH QUINLAN, BBA '75, writes, "Since graduating from the Business School, I have been working for a Christian organization known as The Word of God. In 1980, I spent eight months in Colombia, South America, researching the possibility of establishing an outreach there. I took intensive Spanish classes there. They improved my fluency, which I first developed by taking seven Spanish courses at U. of M. while pursuing my business degree." Since his return from Colombia, Jack has been working to establish Misiones Hispanas, an outreach to Hispanics in the U.S., Canada and Latin America. He adds, "I expect to remain in the Ann Arbor area for the near future and would enjoy having contact with Business School alumni or students who might be interested in this work."

RICHARD E. LOBENHERZ, BBA '75, is a real estate broker with Ski & Shore Charlevoix Inc. in Northern Michigan. He is also the 1981 president of the Antrim-Charlevoix Board of Realtors.

PAUL R. VANHOLLEBEKE, BBA '75, writes, "I am a graduate student working as a research assistant in the department of agricultural and resource economics at the University of Vermont. I expect to complete the degree requirements for a master's within the year, and then will

seek employment, possibly with the State Department for a position overseas."

SUSAN HELEN PRITULA, BBA '75, tells us, "I am currently buying Better Junior Sportswear, Junior Activewear, Swimwear and Coats for Weinstocks of Sacramento, Calif., a division of Carter Hawley Hale Corporation. I started at Gimbel's in Pittsburgh in their management training program and worked as a department manager for a year and a half. Then I relocated to California and became an assistant buyer at Weinstocks. I took over my current buying position three years ago."

JEFFREY T. ROE, BBA '75, is a vice president for marketing with Sebrite Corporation in Grand Rapids, Mich. Prior to his current position, he worked for Motorola Inc. in the international marketing division and in federal government sales. Jeffrey is presently pursuing his MBA part time at Western Michigan University. He is married and has two children.

FRANKLIN P. KISTLER, JR., MBA '75, is the planning and distribution manager for Ford Motor Company in Jacksonville, Fla. He writes, "I became the proud father of my first child, a girl—Courtney Jean—on January 13, 1981."

GEORGE D. RITCHESKE, MBA '75, is the group director of personnel for Coopers & Lybrand in Detroit's Renaissance Center. He and his family live in Troy, Mich. George writes that on October 26, 1980, he and his wife became the parents of twins, John Daniel and Kathryn Ann. He comments, "It's an experience for which B-school doesn't prepare you, that's for sure!"

EVELYN SILBER, MBA '75, is a corporate insurance and benefits manager for Instrumentation Laboratory Inc. in Lexington, Mass. She is responsible for a risk management program, employee benefits and wage and salary structure of the biomedical instrument manufacturer which has \$125 million annual sales. She and her husband have a son, Jeremy Isaac, who was born on July 20, 1980; they live in Winchester, Mass.

JAMES F. MCNICHOLS, MBA '75, is a labor relations supervisor in the industrial chemicals division of Monsanto Company in Trenton, Mich. He previously worked for B.F. Goodrich for 3½ years.

'76 JENNIFER FRENCH-MILLER, BBA '76, was recently promoted to the position of sales planning manager

for Xerox Corporation in Chicago; she is in charge of hiring and training. Jennifer lives in Naperville, Ill.

GORDON M. TUCKER, BBA '76, writes, "I'm currently brand manager for Pringle's Potato Chips, a division of Procter & Gamble in Cincinnati. I just completed work on a major Pringle's relaunch program, and am actively involved in recruiting at the U. of M. business school for P&G brand management."

HENRY GRINNELL SWAIN, BBA '76, graduated from the University of Colorado Law School in May 1981, and is working for the firm of Law, Weathers & Richardson in Grand Rapids, Mich. Prior to law school, he was manager for the data processing division of Industrial Fuel Corporation in Grand Rapids.

DONALD D. DEVORE, BBA '76, writes, "After graduating from the Business School in 1976, I spent 3½ years in retail management at F&R Lazarus in Columbus, Ohio. That is when the opportunity opened for my present position of district sales manager with a progressive insurance company, John Alden Life Insurance Co. of Memphis, Tenn., which specializes in group health plans for small firms." Donald adds, "I got married in 1979, and I have a ten-year-old step-son."

GARY RICHARD COBLITZ, BBA '76, is vice president and sales manager for the A. Louis Supply Co. of Ashtabula, Ohio. He married on August 30, 1980, and he and his wife, Linda, live in Ashtabula.

PAUL C. SCHMIDT, BBA '76, is the secretary of Hawthorne Home Appliances of Birmingham, Mich. "After three years of public accounting," Paul writes, "I have joined our family in the retail appliance business. I am the third generation of Schmidts at Hawthorne's."

DANIEL RENBARGER, BBA '76, graduated from U. of M. law school in December 1980 and began working for the Georgia-Pacific Corporation's law department in Portland, Ore., in January 1981. He and his wife live in Lake Oswego, Ore.

ROBERT F. MADDOX, BBA '73, MBA '76, joined Goshen Rubber Co. in Goshen, Ind., as a budget manager in April, 1979, and became corporate controller there in July, 1981. Previously, he had been a financial analyst at Rockwell International in Troy, Mich., and a budget supervisor at Rockwell International in Atchison, Kansas. Robert and Mary Maddox's daughter, Lauren Elizabeth, was born in August 1980.

GEORGE H. BENNETT, BBA '74, MBA '76, was recently promoted to tax manager for Price Waterhouse, and transferred to Battle Creek from the Detroit office. He is responsible for directing client tax planning and compliance engagements for the firm's audit clients as well as for consulting on corporate, individual and estate taxation. He is a certified public accountant and a member of AICPA and MACPA. He and his wife and two daughters now live in Battle Creek Township.

MARTIN J. STARK, MBA '76, recently started work at ITEK Leasing Corporation as their business planning administrator in Rochester, N.Y.

KIRK R. SCHUELER, MBA '76, heads the Long Island, N.Y., sales division of the newly integrated Merrell Dow Pharmaceuticals division of the Dow Chemical Company. His previous assignments have included sales, pharmaceutical marketing, professional marketing of consumer products and consumer marketing.

TAUHEED AHMED, MBA '76, is a management systems analyst for The World Bank's ORVP, East Asia and Pacific Region, working out of Washington, D.C. He writes, "Following graduation and employment at The World Bank, I joined the Ph.D. (economics) program at Georgetown University in Washington. I am almost through—my thesis remains to be done." Tauheed was married in April 1977; he and his wife have a year-old daughter. He concludes, "All the best to my Business School classmates, teachers, and the staff at the placement office."

MARK MIKOLAJCZAK, MBA '76, is an account executive for A. G. Edwards in Flint, Mich., where his work involves personal financial planning and tax management for upper-income individuals. Mark and his wife have two children and live in Bay City, Mich.

DAVID R. JOHNSEN, MBA '76, is an investment officer for Continental Bank in Chicago. He founded DRT Enterprises, Inc., in April 1980 and opened his first used car rental location in June, 1980 under the name of Fender Benders Rent-a-Car in Evanston, Ill. David graduated from the National Trust School in August 1980, and in September '80 became a chartered financial analyst. He was married in October 1979; he and his wife live in Chicago.

FLOYD L. FULFORD, MBA '76, writes, "After my educational leave, I returned to GM's Chevrolet division with my MBA. I left there in late 1978 to assume

the duties of engineering manager for PPG's plastic fabricating division in Newton, N.C. Upon PPG's announced sale of the division, three other key management personnel and I founded F-A-M-E Plastics, Inc. in Statesville, N.C. in July 1980. F-A-M-E Plastics is a closely held corporation providing quality plastic moldings for the business machine, automotive and general industrial markets. Our first year sales will exceed \$5 million, and in eight months we have built an enviable reputation in the custom molding industry." Floyd is living in Claremont, N.C.

CYRUS S. PICKEN, MBA '76, is treasurer of J&H Green Co. in Dearborn, Mich., which is the management arm for J. H. Green Sales, Greenco Corp., Tri-Motor Industries, Green Group International, and Parts Handling Corporation. "The acquisition of an in-house microprocessing computer has enabled us to pull in all accounting (including costing and inventory control) from two outside CPA firms," Cyrus explains. "Classes at Schoolcraft College and Henry Ford Community College in basic programming and COBOL language have kept me on my toes, and competing with the younger persons." He goes on to say, "I credit the MBA program which I joined at 52 years of age with completely changing my life. Shortly after I received my diploma, a previous employer asked me to come back at three times the amount he was paying me when I left. We came upon hard times, and at 60 years of age, I was told on Wednesday that all was over as of Friday. The next Monday I reported for work with my present employer. I give credit to the U. of M. MBA program—a truly new lease on life."

JUDY M. HENDRICKSON, MBA '76, was recently elected assistant treasurer of The Connecticut Bank and Trust Company. She joined CBT in 1979 as a senior credit analyst and, in 1980, assumed her current responsibilities of corporate lending and new business development in Greenwich and New York City. Judy is a finance advisor for Junior Achievement in Stamford, Conn., where she lives.

MARTIN A. SCHWARTZ, MBA '76, is currently brand manager for Minute Maid frozen concentrated orange juice, Snow Crop frozen concentrated orange juice and Minute Maid lemon juice, which together account for approximately \$325 million in retail sales, and are collectively the largest brand group in the Coca Cola Co. foods division. Martin's

previous responsibilities included brand manager for Minute Maid chilled orange juice, with \$170 million in retail sales. He lives and works in Houston.

'77 DENNIS JAMES DOOLEY, BBA '77, was promoted to senior accountant of Deloitte Haskins & Sells of Detroit in 1980. He recently completed a three-month overseas assignment to DH&S Zurich for one of the firm's international clients. His hobbies include skiing, tennis and running.

KEITH A. MORELAND, BBA '77, is a senior accountant with Deloitte Haskins & Sells' Cincinnati office. He has earned the Certificate in Management Accounting.

DANIEL P. KAUPER, BBA '77, writes, "In January '81, I accepted an offer from Norland Corporation in Fort Atkinson, Wisc., to represent their oscilloscope division throughout the U.S. and Canada. This position involves sales and application support to a variety of industries including auto, medical, research and manufacturing. I will be traveling extensively and hope to return to A² soon." Daniel's home base is McFarland, Wisc.

CAPT. ROBERT B. KELSO, BBA '77, is a legal assistance officer for the U.S. Army. He graduated cum laude from Wake Forest University School of Law in May 1980, was promoted to captain in September 1980, and is presently stationed in Boumholder, Federal Republic of Germany.

PHILIP PETER RUGGERI, BBA '77, says, "I am presently practicing as an attorney at law with Eugene D'Agostini & Associates in the greater metropolitan Detroit area. My background and training in business administration has been a tremendous asset for my corporate and real estate matters. Overall, U. of M. provided me the future I now cherish."

CAROL MERZ SIM, BBA '77, writes, "After graduation from U-M, I worked as an accountant at General Motors for two years. I then went to school full time at M.S.U., and got my MBA in August 1980. On September 20, 1980, I married Mitchell Sim (BBA '76) and moved to Texas. Now I have a challenging accounting position with Abbott Laboratories in Irving, Texas."

SUSAN SCHMIDT AHLER, BBA '77, is an administrative service supervisor for Consumers Power Company in Pontiac, Mich. She is a member and the arrangements chairperson of the Association for Systems Management and was a registrar

for the Great Lakes Systems Seminar '80. Susan lives in Rochester, Mich.

CINTHIA LOUISE FOX, BBA '77, writes, "After graduation, I was an internal auditor for the Bendix Corporation for 1½ years. This involved 100% travel. Places I visited included France, Florida, Minnesota, Ontario, Quebec, Texas and California. While on a BFPC audit, I transferred from auditing to a division-level job as systems analyst, reporting to the controller. After six months in this position, I started in the evening program for an MBA offered by the University of California at Berkeley. My goal is to work in corporate finance." She is living in Stockton, Calif.

RITA PETERSON KELLY, BBA '77, is the office manager for Associates in Podiatry in Detroit. She writes, "My spouse, Edward Kelly, is a 1980 graduate of The University of Michigan School of Dentistry. We have purchased a home in Allen Park, Mich., because Ed currently practices downriver. We recently took a cruise to the Caribbean—we both love to travel and hope to go to Europe next year. We are happily married and life could not be better!"

ROBERT STROTHER LOOMIS, BBA '77, was a student at Harvard Business School in Boston, and recently accepted a job on the controller's staff of McGraw-Edison. He works in Rolling Meadows, Ill., and lives in Winnetka, Ill.

JAMES D. BOWDEN, BBA '75, MBA '77, is a senior account officer for Citicorp in Chicago. "I joined Citicorp in April 1980," James writes, "after three years with American National Bank in Chicago. BHC Resources is a new subsidiary of Citicorp formed to handle the needs of banks with assets in excess of \$300 million. BHC's offerings vary from the traditional correspondent services to the sale of sophisticated systems for modernizing a bank's back office operations. My responsibilities entail capital funding for bank and bank holding companies, development of participation business, and enhancement of Citibank's involvement with regional banks."

PHILIP L. STEIN, MBA '77, is president of U.S. Expatriate Income Tax Service in Jerusalem. He started the company in December 1979, and services U.S. citizens working or living in Israel.

MRS. JANET PUSCHAVER PENLEY, MBA '77, is an account executive with Foote Cone & Belding in Chicago. She and her husband had a baby boy on December 8, 1980.

STEPHEN S. PENLEY, MBA '77, is manager of financial planning for Gould Inc.'s fluid components division in Chicago. He and his wife Janet Puschaver (MBA '77) and their infant son live in Evanston, Ill.

GEOFFREY HUGH RAMSDEN, MBA '77, is an assistant vice president for E. F. Hutton & Co., Inc., New York. He recently came to the company's investment banking group from his previous job with Deloitte Haskins & Sells. Geoffrey lives in Scotch Plains, N.J.

LARRY FRISKE, MBA '77, writes, "I have accepted the position of assistant investment director for bonds with the Wisconsin State Board of Investments in Madison. The board manages \$6 billion in pension funds for the state's employees, teachers and municipal employees. A big factor in my selection was my MBA from The University of Michigan."

JAMES S. JORDAN, MBA '77, was recently elected the president of the Investment Analysts Society of Chicago's Energy Industry Group. James is a vice president and energy analyst with Duff and Phelps, Inc., a Chicago investment and financial analysis firm. He is a senior analyst in the Energy Investment Research Division of Duff and Phelps and specializes in coverage of the major U.S.-based oil companies.

MRS. SANDRA ZUBRITSKY KORTESOJA, MBA '77, writes, "After graduating from the MBA program, I spent three years with Arthur Andersen and Co.'s management information consulting services division. I joined Hoover Universal, Inc., in the fall of 1980 as a financial analyst on the corporate controller's staff, then moved to my current financial analyst position with one of the company's three operating groups." Sandra works and lives in Ann Arbor.

CHARLES J. DIGATE, MBA '77, says, "After my first three years in financial management assignments (controller of two divisions, group planning manager) I moved into marketing and am now general manager of Texas Instruments' consumer products Canada business and the Consumer Group Market Research organizations as well as TIs' in-house employee sales retail operation."

'78 HOWARD ELLIOT KAPLAN, BBA '78, who became a CPA in June 1980, is now associated with the accounting firm Goldstein, Golub, Kessler & Co., P.C., of New York City.

He is also vice chairman-treasurer of the Big Ten Council of New York.

LARRY D. WILKERSON, BBA '78, is a staff accountant with Price Waterhouse & Co. of Detroit. Additionally, he is a part-time instructor at Highland Park Community College, where he teaches introduction to management and principles of accounting. He obtained his CPA license on Nov. 26, 1980, and has applied for admission to law school.

DAVID H. GLEN, BBA '78, is enrolled in the Graduate School of Business at Indiana University.

WILLIAM STUART GREEN, BBA '78, received his MBA in May '80 from the Wharton School of the University of Pennsylvania. He is the director of systems for Interactive Minicomputer Systems in Waltham, Mass.

THOMAS E. SULLIVAN, BBA '78, writes, "After two years as a zone marketing manager with Ford Motor Company in New York, I have returned to school. I'm currently enrolled in the MBA program at the University of Virginia, and find myself using a number of concepts taught at U. of M. in my studies there."

ROBERT H. VOKAC, BBA '78, completed a 12-week TACFIRE course for the U.S. Army in Grafenwoehr, Federal Republic of Germany, in June 1981 and thereafter has been serving as battalion fire direction officer of the Second Battalion 20th Field Artillery in Germany. He is a first lieutenant.

STEPHEN L. ADAIR, BBA '78, is a senior account manager for the retail systems division of NCR Corporation of Dayton, Ohio. In 1979, he received his MBA from Miami University in Ohio. Stephen is living in Dayton.

ROBERT MAX DANIELS, JR., BBA '78, writes, "I am a graduate student of management information systems at the University of Arizona. I expect to receive an M.S. in May 1982."

MICHAEL JOSEPH BRIELMAIER, BBA '78, is attending the Graduate School of Business Administration at Emory University. From 1978-80, he worked for Ford Motor Company as a systems analyst. Michael lives in Atlanta, Ga.

GARY ALAN MEHARG, BBA '78, has been a career agent with Aetna Life & Casualty of Detroit since August 1980. He is continuing a family business, working in Washtenaw County in business and individual sales. He is a specialist in estate and business planning problem solving, which, he says, is "a very

challenging occupation." Gary lives in Ypsilanti.

MARK R. LEZOTTE, BBA '78, is an attorney with the Detroit firm of Butzel, Long, Gust, Klein & VanZile. After receiving his BBA, Mark entered U-M law school; throughout his legal education, he taught as a graduate student teaching assistant in the Business School's accounting department. He graduated from law school in May '81.

GREGORY JOHN YU, BBA '78, received his CPA certificate in January '81; he is now employed as a senior auditor with the public accounting firm of Seidman & Seidman of Grand Rapids. Gregory lives in Birmingham, Mich.

PETER JUSTIN MASTIC, BBA '78, is a senior accountant at Coopers & Lybrand of Detroit. He was awarded his CPA certificate in August of 1980. He is a member of MACPA, and lives in Farmington Hills, Mich.

GARY JOHN RASMUSSEN, MBA '78, recently became a customer service representative of business systems for Mountain Bell in Denver. He specializes in data networks and data communications. Prior to his current position, Gary was a marketing administrator.

DAVID E. MANIGOLD, MBA '78, is a senior consultant at Arthur Andersen & Co., in Dallas. He is also president of the Dallas/Fort Worth chapter of the American Marketing Association. David married Claire Cobb, a Dallas native and graduate of Ole Miss, on June 6, 1981. He and his bride live in Dallas.

JOANNE M. VOLAKAKIS, MBA '78, was recently promoted to the position of product planner in new product development for high intensity discharge light bulbs for General Electric Co. "I'm now living in the Cleveland area and enjoying every minute," Joanne says.

RICHARD C. WIELAND, MBA '78, writes, "I have recently taken the position of marketing manager for the materials processing group of the Federal-Mogul Corporation located in Southfield, Mich. I am continuing my involvement with Eastern Michigan University as a faculty member in the management department, teaching the capstone business policy course. In my free time, I do consulting in strategic planning."

HERBERT FREDERICK HANSELMANN, MBA '78, is a project manager for General Signal Controls Corp. in West Warwick, R.I. Formerly, he was employed as a

manager of planning and administration by the Holcroft division of Thermo Electron Corporation. "In my current position," Herbert writes, "I have profit responsibility for an \$8 million contract between BIF and the City of New York."

EDWARD CARL SKELLY, MBA '78, recently joined Dayton-Hudson of Minneapolis as a corporate analyst. His responsibilities include analysis of operating company results and administration of capital expenditure programs. Prior to his current position, Edward spent over two years with the Bendix Corporation where he worked as an internal auditor and as a business analyst.

GARY J. PIERCE, MBA '78, began work in June '78 at Detroit Bank & Trust in the credit department; in August '80, he was promoted to his current position of corporate banking representative, and was assigned to Kentwood Bank N.A., a wholly-owned subsidiary bank of Detroit Bank Corporation of the Grand Rapids, Mich., area. Gary was married in May 1978; he and his wife have a daughter, who was born in February '81. The Pierce family lives in Grand Rapids.

MICHAEL E. MATUS, MBA '78, is a special promotions coordinator for the Ford Motor Company in Detroit. He writes of his responsibilities, "I conceive and implement Ford division motorsport and youth market sales promotion and merchandising programs, and travel extensively, representing the company at major racing, performance and youth events. I am also involved in scheduling traveling motorsport display packages of image vehicles, developing support materials for the motorsport thrust, serving as a liaison with media, formulating youth/enthusiast concepts for Ford products, and serving as the marketing arm of the corporation's racing efforts. I'm very involved, too, with other communities with whom we share major promotional programs." Michael and his wife live in Southfield, Mich.

NANCY MARPLE CARTER, MBA '78, is back at work as a senior planner for Vistron Chemicals of Cleveland, after a maternity leave; her son, Keith Marple Carter, was born on August 23, 1981. The Carters live in Cleveland.

WALKER BENNETT HAYES, JR., MBA '78, was recently promoted to the position of senior marketing representative for the McDonnell Douglas Automation Company in Denver. He is responsible for the company's Bell Telephone account.

ROBERT A. KEISER, MBA '78, gives us a "thumbnail sketch" of his career thus far: "I joined IBM Corporation immediately after graduation, and began in international accounting with IBM's World Trade organization. I was initially responsible for all consolidation and analysis of financial and managerial accounting information from IBM subsidiaries in Venezuela, Peru and Colombia. I traveled extensively in these countries. After six months, I took reporting responsibility for IBM Japan, IBM Australia and IBM New Zealand. Also, I handled all foreign currency exchange tracking and analysis (including FASB '8' adjustments) for the 45 countries in the IBM Americas/Far East Corporation." He continues, "In August 1979, I moved to international finance in the A/FE organization and assumed a staff financial analyst position in the IBM product pricing group. I had the responsibility of developing the total business case and pricing recommendation to management, for unannounced computer equipment and software. I was required to advise management of the appropriate price at which to announce new IBM computer offerings in each of the 45 A/FE countries. Both the headquarters accounting and pricing positions were in Westchester County, N.Y. In September 1980, I moved back to Michigan and began training for my current position of marketing representative. I am presently in the final stages of an intensive development program in marketing, which has entailed both informal, self-taught training courses in the Dearborn branch office and formal, four-week courses in Dallas at the IBM DP Marketing Education Center."

79 DEAN R. SONTAG, BBA '79, is a labor relations representative for Northwest Airlines, Inc., in St. Paul, Minn. He was accepted for the masters in management program at the J. L. Kellogg Graduate School of Management in June, 1981.

WILLIAM JOSEPH GERBER, BBA '79, holds the position of auditor in the accounting division of Coopers and Lybrand CPAs of Detroit. He writes, "I recently passed the CPA exam and will be certified in November, 1981. I've been promoted by Coopers & Lybrand once—in January 1981. My clients include large manufacturers, real estate businesses, retail stores, hospitals and school districts. My immediate plans are to stay with C&L in Detroit. My U. of M. education has aided immensely in my overall success—

and I'm sure it will continue to do so in the future." William lives in Birmingham, Mich.

JAMES JAY HAWRELUK, BBA '79, is an assistant manager of Manufacturers National Bank in Detroit. "I am currently attending the University of Detroit working toward my MBA degree," he writes. "I feel that my studies at The University of Michigan and receipt of a BBA from there have been a *great* asset in courses at the U. of D. Michigan prepares you for the working world and gives the foundations for future educational success."

BRUCE D. DAVIS, JR., BBA '79, writes, "After working in marketing for Michigan Bell Telephone for a year following graduation, my wife Sue (Psychology '78) and I moved to New York so that I could resume my education in law school at St. John's University in Jamaica, N.Y." Bruce and Sue are living in Yonkers, N.Y.

GLENN A. MUELLER, MBA '79, says, "After working with Arthur Anderson & Co. in Los Angeles for two years as a senior management information consultant, I have gone into the franchising business with my brother Richard. We presently operate five franchises under the name of Domino's Pizza (a corporation headquartered in Ann Arbor) and plan to set up over 200 stores during the next five years in the states of Mississippi and Louisiana." Glenn and his wife live in Long Beach, Miss.

BETSY JO MEYERS FARNER, MBA '79, is an assistant loan officer for National Bank of Detroit. She married Peter W. Farner (MBA '80) on October 18, 1980. The Farners live in Grosse Pointe Shores, Mich.

KENNETH ROY ALFRED, MBA '79, started with the Standard Oil Co. of Ohio (Sohio) in Cleveland as a planning associate. He was promoted to manager of planning for Sohio Western Crude Oil Co. in July 1980. His current position deals with operational and sales planning for Sohio's Alaskan crude oil business, which has \$8 billion a year in sales. Kenneth lives in Culver City, Calif.

JAMES L. VANBELLE, MBA '79, is an engineering group manager at General Motor Corp.'s Body division. Early in 1981, he was promoted to a supervisory position in the product performance department. James and his wife live in Sterling Heights, Mich.

MICHAEL L. BOW, MBA '79, writes "I joined Arthur Andersen & Co.'s consulting staff in May 1979. The main duties of my

Summer interns learn a lot at Chrysler



Business School summer interns at Chrysler pose with Lee Iacocca, Chrysler chairman. Left to right, they are: Damon Liever, who developed comparative pricing studies within each market segment of Chrysler and its competitors; Lou Wassell, whose major summer project was working on the summer rebate program; Mr. Iacocca, and Mike Stevens, who spent his internship in the Treasury Planning department.

Three 2nd year MBA students at the Business School spent an educational summer last year as interns with the Chrysler Corporation. Finance major Michael Stevens worked in the Treasury Planning department, where his position involved him in the day to day financial operations of the company, in contrast to the "project orientation" of most summer interns. He worked on designing and implementing a sophisticated debt forecasting model, and completed the financial evaluation of several major cash producing projects.

Lou Wassell's summer job dealt with the formulation and implementation of incentive programs designed to increase Chrysler vehicle sales and market share penetration, the best known of which was the cash rebate. Since at the time Chrysler was short on staff personnel, Lou was made responsible for some of the work normally delegated to individuals higher in management, such as

drafting program proposals for approval by top management and giving direction to the field sales organization and the dealers.

Damon Liever spent the summer developing comparative pricing studies within each market segment of Chrysler and its competitors.

"The most important thing I learned during my internship was the value of teamwork," said Lou. "Employees at Chrysler feel that for the company to survive they must band together and put company goals ahead of their personal goals." Mike agrees, saying that the people he worked with were very bright and creative and had a "winning" attitude.

All three interns agree that their summer experience at Chrysler was extremely rewarding and educational. Said Mike, "I would like to encourage others to take a long, hard look at the great career opportunities that exist now and in the future with a company that is 'coming back.'"

current position of management information consultant include design and installation of oil and gas accounting systems for clients out of the Houston office. I was part of a project team in 1979 that installed one of the first interactive, customized accounting systems on a mini-computer in the country. In 1980 I was supervisor of ten programmers as part of a \$1.5 million engagement. I achieved CPA certification in 1981 and am currently working toward the CMA certificate." Michael lives and works in Houston.

RICHARD J. WALSTRA, MBA '79, joined the international tax staff of Price Waterhouse & Co. after graduation. He writes, "My work has been concentrated on the development, testing and implementation of computer systems which we use for our clients with overseas operations. In the summer of '81, I switched to our consulting staff to continue this systems work." Richard works and lives in Chicago.

'80 THOMAS RALPH HOLLOWELL, BBA '80, is an account executive for Michigan Bell Telephone, where he's been employed since February '80. He is working in the construction, electrical and consumer products district. Thomas lives in Ann Arbor, where he has remained active in area slow-pitch softball.

MARY ELIZABETH AUST, BBA '80, is a marketing engineer for Hewlett-Packard in Carvallis, Ore., where she works in product support for personal computing products. Mary writes, "I love Oregon—truly 'God's Country.'"

MARK ANTHONY HAYWOOD, BBA '80, is a staff accountant with Coopers and Lybrand in Detroit. He says, "I am currently working in the tax department as part of a tax assistant group with prepares individual, fiduciary and corporate tax returns. I have been on several audit engagements dealing with various specialized industries, i.e., mortgage banking, municipalities, banking, investment firms and the like."

STEVEN PATRICK KERSHNER, BBA '80, is a lumberjack and carpenter in Alden, Mich. "I would prefer not to boast about my accomplishments," he writes. "I find little use for labels or classifications. It matters not how high a position someone holds—that they are happy would seem most important to me. I am happy."

THOMAS MATTHEW SMITH, BBA '80, says, "I am getting certified to teach business education at Eastern Michigan University and am planning to attend graduate school. Long-term plans are to teach at the college level in business administration." He lives in Ann Arbor.

NEIL IRA SOSKIN, BBA '80, is a staff accountant for John F. Forbes & Co. CPAs in San Francisco, where he makes his home. He writes, "The firm is a medium-size regional one with offices in California, Oregon and Washington. The people are great and I am enjoying the work. Outside of work I am busy with settling into a new city and studying for the CPA exam. The weather and the city are fantastic. I hope all my fellow December '80 graduates are enjoying their lives and jobs."

KEVIN GARY KLEVORN, BBA '80, is still in Ann Arbor as a law student. He will graduate in May 1983.

JOHN SELMON BLAKLEY, BBA '80, writes, "I am on the audit staff at Coopers & Lybrand headquarters in New York City. The total personnel is 1,150 members including partners, managers, supervisors, seniors and staff. Since being chairman and organizer of the 'Farewell Fleming Day Program' in October '78, I have kept in good contact with former U-M President Robben Fleming, now president of the Corporation for Public Broadcasting. Just recently he wrote to set a lunch date with me and Alvin H. Carley, who is Coopers & Lybrand's national partner and liaison to Central America. Hopefully, Coopers & Lybrand will be able to get some business with the Corporation for Public Broadcasting." He continues, "Work has been fantastic! Most of my clients are in Manhattan and the Wall Street area. Thus far, my experience has been in banking, mortgage banking, insurance, investment companies, real estate brokers, security and commodity brokers, mergers and acquisitions, and small business. People at the U-M who have really inspired me to go forward into accounting and to New York City were Vivian Carpenter (U-M MBA and accounting T.A.), and now Deputy State Treasurer of the State of Michigan), Benjamin Newhouse (U-M Ph.D. in accounting, and accounting T.A.), Dr. Alfred Edwards (Black Business Student Association advisor and U-M professor) and James Filgas (professor of business administration at U-M). With these people above pushing me along the way and Alvin Carley of Coopers & Lybrand-New York, I am thankful to

God to be at my best in New York City representing myself and The University of Michigan BBA students."

ANN RISDON PICKENS, BBA '80, graduated in May '81 from the American Graduate School of International Management with a master's in international management. She is living in Phoenix, Ariz.

BRIAN THOMAS RITCHIE, BBA '80, is a carpenter and housepainter for Ritchie's Repairs and Remodeling in New Orleans. He reports that he met his business partner in a bar on Bourbon Street. He coaches nine- to 16-year-olds in summer Little League and says he had a grand time at the 1981 Mardi Gras.

KATHRYN GAVIN STEWART, MBA '80, is a programmer/analyst for Hewlett-Packard Co. in Andover, Mass. She writes, "In June 1980, I married Jim Stewart (MBA '80). After honeymooning in Ireland, we moved to Massachusetts. Jim is working as an engineer for Western Electric Co. in Burlington, Mass."

WILLIAM WEI-MING LU, MBA '80, returned to Taiwan in May 1981, where he works for Hewlett-Packard Co.

WILLIAM MICHAEL MATTHEW, MBA '80, is an analyst for Eli Lilly & Co. On March 15, 1981, he and his wife had a baby, who has been named Joseph Alan. The Matthews family lives in Indianapolis.

DONALD HERBERT OPPENHEIM, MBA '80, is an operations manager for the Sierra Club in San Francisco. "After receiving my MBA in May '80 with a concentration in risk and insurance," he writes, "I worked on related consulting and auditing projects for a Big 8 accounting firm in San Francisco. Recently, an urge to continue in risk management but to also explore other areas—especially financial forecasting—and to work within the conservation movement, led me to accept a position with the Sierra Club. In the home office I have complete financial control of all publications (calendars plus about 90 books-in-print), in addition to control of the risk function. Thus far, I enjoy the not-for-profit sector far more than the big industrial and/or financial corporate structure, and I encourage any MBA who has a deep interest in the non-profit arena to explore the truly meaningful and powerful positions available to us therein."

JAMES WALTER STEWART, MBA '80, is an engineer in the marketing division of Western Electric Co. in Burlington, Mass. He writes, "Kate Gavin (MBA '80) and I were married in the summer of '81. After

honeymooning in Ireland, we moved to Arlington, Mass. Kate is working as a programmer/analyst for Hewlett-Packard in Andover, Mass."

JOHN THOMAS CALLAWAY, MBA '80, was recently appointed to the position of traffic manager for Chrysler Corp. He is responsible for all transportation and material-handling activities at Chrysler's Introl division in Ann Arbor.

GLENSON EDWARD NENNINGER, JR., MBA '80, has been promoted to manager of production engineering and control for an electroplating equipment manufacturing division of Hooker Chemical Company. He works in Warren, Mich., and lives in Livonia.

HOWARD HENRY PRAGER, MBA '80, began his career with Allstate as a training specialist on Feb. 18, 1981, in the corporate training division. He is currently working on a career counseling project that will be used corporate-wide. He lives in Evanston, Ill.

GAIL K. LUTEY, MBA '80, says, "After receiving my MBA, I transferred from a position with General Motors Corporation's air transport section at Willow Run Airport to join the marketing staff. I now work as an analyst for overseas sales in Latin America, specifically Brazil, Argentina, Uruguay, Puerto Rico and the Caribbean Islands. My husband Peter Kostishak is also an MBA from Michigan—we met as students in the evening program."

NOEL RUTH UNOWSKY, MBA '80, is an associate system analyst with the Burroughs Corporation in Jacksonville, Fla. She writes, "I'm settling into a corporate existence at last. Taking job-related courses at local universities confirms my suspicion that an MBA is only the *beginning* of a business education. Yes, we get frost here, but it's mostly sunny and the beaches are fantastic! Is there anybody else from our class now in Florida??? If so, communicate!"

JOHN A. CAPUANO, MBA '80, traveled extensively out west upon graduation, passed the CPA exam in first sitting and is now a staff auditor with Plante and Moran in Southfield.

MICHAEL J. STARK, MBA '80, enjoyed a trip to Europe following graduation. He is presently a financial analyst with Intel in Santa Clara, Calif.

WILLIAM W. WAGNER, MBA '80, writes, "I graduated in December of 1980 with a concentration in finance. I had been

working for Chrysler Corporation in the area of manufacturing up to that time. Shortly after graduation, I accepted a career opportunity with Life Investors of Cedar Rapids, Iowa. Even though I am physically at a division location (T.O.P., Inc.—a credit union insurance specialist), I work for the parent corporation. I am doing much research and forward planning in my current position of strategic planner. I work with various divisions to help them define their role in the market, and to work with them in

the development of future marketing, financial and organizational plans. Also, I am working in the development of data bases which will have useful applications in a number of the divisions." William and his wife are living in Rochester, Mich.

JOHN PATRICK COYNE, MBA '80, has been named cost accounting and consolidations manager for the MOS microcomputer division of Texas Instrument's semiconductor group. He works and lives in Houston.

Ph.D. Notes

T. KENNETH HAVEN, MBA '29, PhD '40, is a trustee and former president of Grace Hospital and a former trustee and chairman of Cranbrook Educational Community. He is officer and director of over 30 companies around the world, and is presently the financial advisor for various companies, including DuPont. From 1970 to 1974, he was an adjunct professor of finance at the Business School. He was invited by the Australian government to be a guest lecturer in their country and has also been an advisor in Malaya and the Dominican Republic. He is listed in *Who's Who in America* and *Who's Who in the World*, and is a member of the U-M Presidents Club. He and his wife Marion live in Orchard Lake, Mich.

EDISON H. CRAMER, PhD '40, retired from the American Bankers Association as an economic advisor in 1970. He lives in Davidsonville, Md.

GILBERT R. HORNE, PhD '54, retired in 1975 from the faculty of the University of Windsor's business administration school; he served as dean there from 1964 to 1973. Gilbert and his wife live in Windsor.

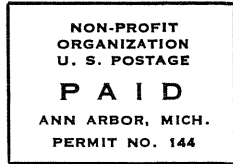
WILLIAM HUIZINGH, PhD '63, is a professor of accounting at Arizona State University's College of Business Administration in Tempe, Ariz.

HAROLD W. HENRY, PhD '65, is a professor of management at The University of Tennessee College of Business Administration in Knoxville, Tenn. In November of 1980, he published, with five co-authors, a book entitled, *Energy Management: Theory and Practice* (New York: Marcel Dekker, Inc.). His major research and publications efforts continue to focus on corporate strategic management systems.

KENNETH O. COGGER, MBA '68, PhD '71, was recently promoted to professor of

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Ph.D. Notes

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management science at the University of Kansas School of Business. He writes, "For the 1980-81 academic year, I was the recipient of the L. J. Buchan Visiting Distinguished Professorship from Beta Gamma Sigma and am currently visiting

Montana State University as part of that award. Leisure time activities this year include skiing and backpacking, with some emphasis on grizzly bear avoidance techniques based upon sound theory of stochastic processes." Kenneth and his wife live in Lawrence, Kan.

EDWARD H. JENNINGS, Ph.D. '69, has been appointed Ohio State University's 10th president, effective Sept. 1, 1981. For more about Jennings (including a picture of him), see page 35.

JOSEPH D. VINSO, PhD '73, is an associate professor in finance for the University of Southern California in Los Angeles. He

**IF YOU MISSED
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If you missed your name on the listing of donors published in the current issue of *Update*, it is most likely because your gift was received either before or after the fiscal year covered in that issue (July 1, 1980 through June 30, 1981). The next issue of *Update*, scheduled for publication in the fall of 1982, will recognize all donations made between July 1, 1981 and June 30, 1982. In the meantime, we thank every one of our donors for their continued generosity, no matter when they gave.

has formed a financial management company, Financial Resources Management, Inc., which specializes in cash management, forecasting, international financial management as well as general

financial management for public and private sectors. Dr. Vinso and his wife live in Rancho Palos Verdes, Calif.

THOMAS A. CASE, PhD '74, is a partner with Catho Progresso Professional S/C Ltd. in Brazil. "Our company," he writes, "has grown in three years from nothing to the largest executive search firm in Brazil. We also have the largest outplacement firm in Brazil. We are now applying many of the modern marketing techniques learned from U-M Professor Vern Terpstra to our direct-mail advertising and management seminars. As a proud father, I am delighted to say that my daughter Susan graduated from the U. of M. in May 1981."

WILLIAM F. MALONEY, PhD '76, has joined the faculty of the department of civil engineering at The University of Michigan as assistant professor of construction engineering and management. He is currently working with the Business Roundtable on a study of construction labor cost effectiveness while continuing his research in the area of construction management and industrial relations.

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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.