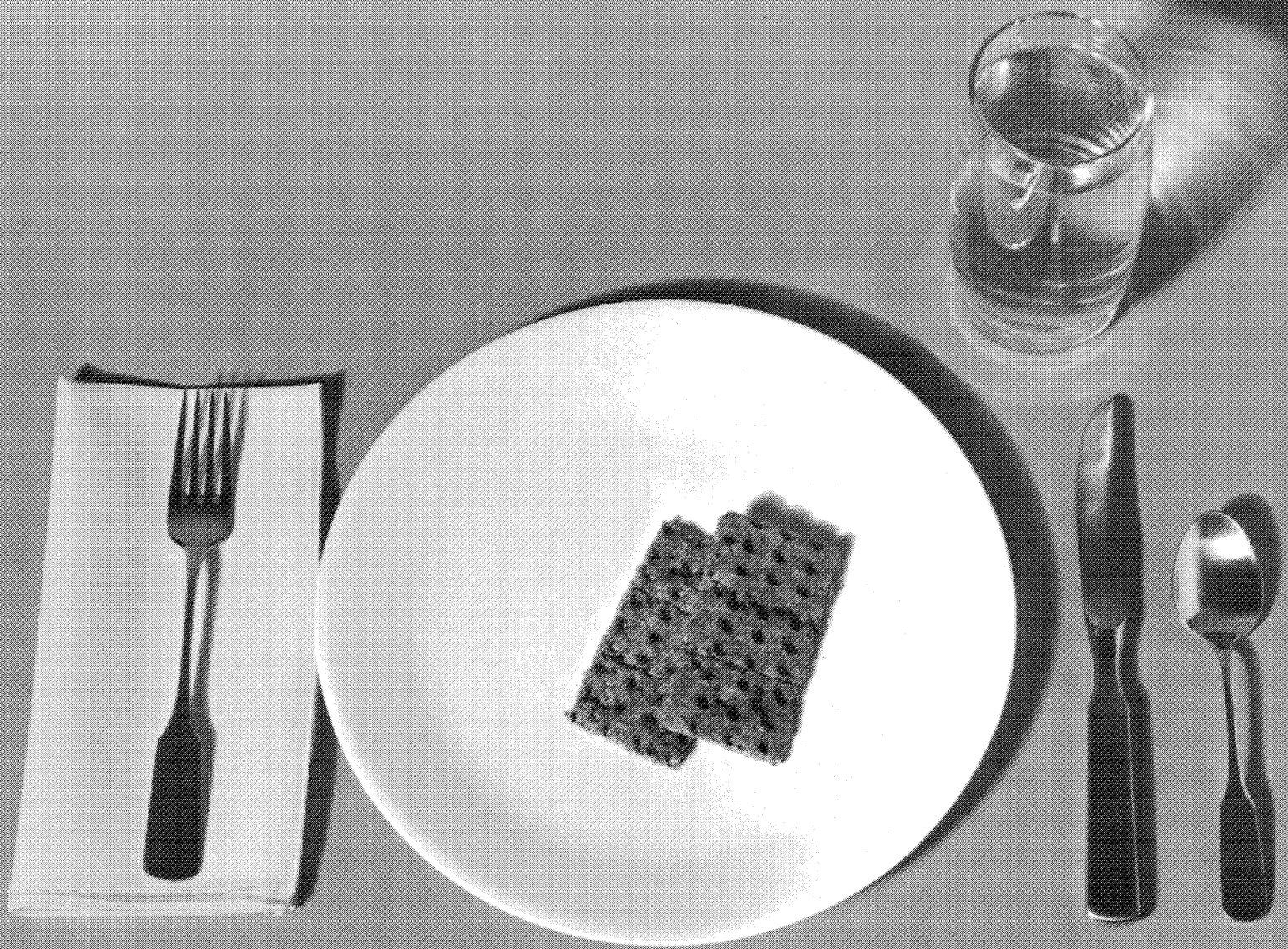


Dividend

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Planning for the Lean Years

“A subsidiary goal of this framework for planning is to achieve a net shift of resources from administrative and support units into instruction and research related areas. For example, while all units supported by the General Fund are being asked to formulate long range retrenchment strategies, the limits are different for instructional (0 to 10%) as opposed to administrative units (5 to 15%).”



Virginia Geren

have also been occupied with forecasting modelling and applications to planning problems. But I'm surely not unique in these skills. I have colleagues in the Business School who know more than I about planning. I may have been asked to take this new job because, in addition to my previous work, I have served on a variety of university committees during the past 15 years. I was twice chairman of the Economic Status of the Faculty Committee and for three years I chaired the University Program Evaluation Committee under former Vice President of Academic Affairs Frank Rhodes. I've also been on executive committees in the School and elsewhere in the university and was chairman of a faculty committee set up by President Shapiro when he was vice president for academic affairs to study relationships between teaching and administrative budgets in the university from 1970-1980.

Q. I know your research involves the application and use of forecasting models in corporate planning and decision making. Are we using forecasting models in developing this framework for planning?

A. Yes we are, but currently we make more use of budgeting models to examine various alternative budget configurations given alternate

forecasts. President Shapiro and Vice President Frye, like all good decision makers, do not ask their staffs to prepare a forecast and then believe in the one that is prepared. They know that what we are forecasting is inherently uncertain, and they like to have a “feel” for what might follow from different forecasts.

Q. What you're describing sounds like some of the planning work going on in the business world. Is this true?

A. I think that some aspects of planning are similar across academic, business, and governmental organizations. Many different organizations are asking similar questions, but there are sharp — and in my mind enduring — differences in planning across these organizations. A university may have to do things that may be inefficient relative to a narrow definition of efficiency but are, nevertheless, essential to its mission.

Q. Can you give me an example?

A. An “efficiency expert” might say that graduate education is inefficient because it involves small seminars and one-on-one doctoral dissertation supervision of research, both of which are costly, or that essential aspects of clinical instruction in the medical school are inefficient because

one distinguished physician often makes “rounds” with only five or six students. Yet such seemingly inefficient teaching methods may be the best way to carry on vitally important aspects of university life. On the other hand, teaching large sections of students, particularly in introductory or survey courses, may also be necessary to “balance off” costs of small section teaching, and the university must continue to experiment with efficient ways to accomplish such goals as well. Obviously, one can't teach 200 students in the same ways one can teach 20 students, but there are ways to teach larger groups effectively, and research on this is being done at Michigan and elsewhere. Our Center for Research on Learning and Teaching has done many excellent studies on these problems and has found that there is not a direct relationship between class size and teaching effectiveness — more depends, within limits, on the skill and knowledge of the instructor, how well organized the course is, the effective use of media such as slides, etc., than on the number of students.

Q. How else does planning in a university setting differ from that in a corporate setting?

A. One does not have a command structure in a university of the kind

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Planning for the Lean Years

An Interview with W. Allen Spivey, Associate Vice President for Academic Affairs/Planning and Analysis

Editor's Note: W. Allen Spivey, C.E. Griffin Distinguished Professor of Business Administration and professor of statistics, is currently dividing his time between teaching and research at the Business School, and his duties as Associate Vice President for Academic Affairs/Planning and Analysis. In this latter post his primary responsibility is to assist in the identification of important issues, problems and opportunities that the University will face in the long run, and to help develop appropriate strategies for dealing with such matters in ways that will preserve the quality and reputation of the University as a leading scholarly institution. Since he took office last fall, a five year framework for planning has been developed: details of that framework are discussed in the accompanying article by Billy Frye, Vice President for Academic Affairs. In this interview, Spivey discusses the planning process itself, and gives us some insight into the difficult and multi-layered considerations that must be weighed in an era of reduced financial resources.

Q. Can we talk a little about how this plan evolved?

A. First, I would like to stress that what we have is not a "plan," it is a

"framework for planning," or a multi-year framework for thinking about important problems in an interrelated way.

Q. What sorts of problems?

A. For example, given certain assumptions, we examine what the impact might be on the University of changes in the enrollment patterns of out-of-state vs. in-state students. This includes the likely revenue implications, etc. Alternatively, we also analyze a School or College program proposal in terms of enrollment effects, university revenues, etc. We study, again on a multi-year basis, various implications of increases in energy costs as well as implications of changes in energy costs that might flow from changes in university operations.

Q. How do we apply that thinking?

A. If we forecast given utility costs in the future under different assumptions, it could help us make better decisions right now. We aren't really emphasizing the forecasting of future costs so much as asking ourselves what might happen if costs rose at various rates and what the implications would be of the likely alternatives. We can't sit around for the next five years and wait for the implications of changing

demographics, rising energy costs, shifting space needs, to hit us. We want to try to analyze the consequences of various alternate possibilities and present these, suitably explained, to the executive officers of the university, who must make the decisions.

Q. Is this the first time we have tried to look at these sorts of questions in an interrelated way?

A. Perhaps it is. In the past we had enough resources to budget on a year-to-year basis and apparently avoid having to ask ourselves what might be the status of various problems five years in the future. But with dwindling resources relative to needs it is essential that we attempt to understand how our major problem areas are related to each other. This kind of thinking, hopefully, will reduce year-to-year discontinuities, and it may help us to avoid one-shot or one-year-at-a-time budget cuts which are not part of a programmatic design over time.

Q. Do you have extensive experience in forecasting and planning?

A. I have had a fair amount of experience in the give and take of how systems work — one gains that in the course of building mathematical models and applying them — and I



“We can’t sit around for the next five years and wait for the implications of changing demographics, rising energy costs, shifting space needs, to hit us.”

found in a typical business. Universities typically do not have a “boss” system; activities in universities are highly individualized — perhaps this is a major reason why some people choose this lifestyle. I find it appealing myself. In any case, at the U of M there are two characteristics that any planning activity has to take into account. First, our principal budget officer is the vice president for academic affairs, which means that budget decisions are being made by a person who represents the academic side of the university (this is not the case at many other universities). Secondly, Michigan is a highly decentralized university, and many important decisions are made by deans and, in the larger colleges, by department chairpersons, both of whom have executive committees consisting of faculty members.

Q. Does this decentralization affect planning?

A. Very much so. The five year planning framework is decentralized. Vice President Frye and his staff do not develop a five year plan for any school or college. Deans, department chairpersons, and various center directors develop their own five year plans, the essence of which is a selection by them of priorities in their own organizations. For example, the plan of the School of Public Health is developed by the Dean and others in that school; they have specified the

high priority issues and the low priority ones, and while developing these and their plans are in contact with the vice president for academic affairs.

Q. Does your planning work give them guidelines?

A. Not guidelines really; our framework for planning encourages deans and others to develop priorities themselves. No one in the central administration tells a dean how to spend his or her budget, but it is saying: “Because of continuing budget problems, you have to make some difficult choices. There must be some activities that are declining in importance in your field, and others that are growing in importance; how would you establish priorities and reallocate financial resources in your own unit in the light of this?” The choice of priorities is focussed, we believe, by asking schools and colleges to show how they would accomplish budget decrements of 1, 3, 5, 7, and 10 percent over a five year period, to indicate new activities that they want to support, and how they would reallocate funds that would come into existence as a result of the cuts or decrements.

Q. So the cuts will not mean that the budget is actually reduced?

A. Not necessarily. Actually, budgeting is thought of as a two-step

Shifting

Editor’s Note: Following are excerpts from a letter written to the University Community by Billy Frye, vice president for academic affairs, and published in the University Record of March 1, 1982. The letter outlines the “framework for planning” to reallocate, over the next five years, a sum of \$20 million into select, high priority areas. Since this plan has been developed at the University of Michigan, other universities have announced reallocation or retrenchment efforts. Financial problems experienced in universities in various parts of the country have forced administrators and faculty members to reassess many programs. Budgetary reallocation efforts are underway at the University of Minnesota, the University of Washington (Seattle), the University of Missouri, and Ohio State University, to name just a few.

For a decade now, we have seen the erosion, gradual at first but more rapid in recent years, of the General Fund resources of the University. Simply put, the rate of inflation has outstripped the growth in General Fund revenues. This has been the result of many factors, but the most critical one has been the serious decline in the level of State support. The unusually rapid rise in the cost of utilities and health care has made especially serious inroads into the amount of resources available for direct support of academic programs.

It is likely that the rate of General Fund revenue growth over the next decade will not be sufficient to meet the resource needs of the University. I am convinced, therefore, that the University has no alternative but to initiate a careful but prompt reduction in the activities supported by the General Fund for two reasons: 1) to enable us to reallocate resources from lower to higher priority activities; and 2) as a cost

Twenty Million Dollars

containment measure, to reduce the number of persons, programs, and supporting facilities that are financed by the General Fund. These steps will permit us to achieve an improved level of per capita support for our faculty, students, and staff. This is the essence of the now familiar aphorism, "smaller but better."

In light of these considerations, the University should immediately initiate, and over the next five years implement, a plan with the following objectives:

1. To reallocate, over the next five years, a sum of \$20 million (about 7.5 per cent of our 1981-82 General Fund budget) into a carefully selected set of high priority needs. The determination of these priorities will involve widespread deliberation within the University, but based on numerous discussions over the past eighteen months, I suggest that our current priorities include the following:

- Salary improvement for faculty and staff;
- Funds to improve the research environment and provide better incentives for better teaching;
- Funds to improve undergraduate teaching and provide incentives for better teaching;
- An improved level of merit-based support for graduate students;
- Funds to regenerate the budgetary capacity to respond to new intellectual developments and social needs and to provide for selected program growth and development; and
- An improved level of support for instructional and research equipment and the renovation of physical facilities.

2. To reduce the size of the University, in terms of both the

number of personnel and the number and size of programs supported on the General Fund, by approximately \$20 million in 1982 dollars, in order to provide the funds for the priorities outlined above.

3. To continue the trend established in recent years of shifting resources from administrative and support functions to instruction and research, insofar as such shifts are consistent with the instructional and research needs of the institution.

We must bear in mind that, in addition to the high priority academic needs identified above, the University faces other major budgetary problems that will have to be dealt with concurrently over the next few years. The two most notable are: (1) the rapidly rising cost of utilities, primarily natural gas, which is projected to accelerate by 20 per cent or more a year for the next several years; and (2) a cumulative deficit in building maintenance, equipment and renovation expenditures which could require as much as \$20 million annually if adequately funded.

In order to achieve our reallocation objectives, we shall first have to reduce current General Fund expenditures by an amount equivalent to the proposed reallocation. Therefore, over the next five years, General Fund expenditures will be reduced by \$20 million from 1981-82 levels through a combination of 1) Selective Program Reductions or Closures and 2) Variable Shared Reductions. These reductions will occur as base reductions of unit budgets, but there will be no *net* reduction in the University's General Fund budget base because the funds will be

reallocated to other General Fund categories.

Selective Program Reductions

These are defined as those reductions that exceed 10-15% of a unit's budget over five years, and will be determined in light of individual program reviews.

Editor's Note: Since this letter to the University Community was written, three schools have been identified to undergo reviews for possible budget reductions under this program. They are: the School of Art (581 students, 33 instructional staff, and a current General Fund budget of \$1,384,000); the School of Education (1,494 students, 95 instructional staff, and a budget of \$5,780,000) and the School of Natural Resources (853 students, 41 instructional staff, and a budget of \$2,295,000). Faculty-student review committees have been named for each of the three schools. The evaluation process is expected to continue into next fall; procedures are now being developed by the office of the Vice President for Academic Affairs, the Budget Priorities Committee, and the Deans of the three schools. In addition, the Horace H. Rackham School of Graduate Studies has been identified for a review which will focus primarily on streamlining its operation. It currently has 53.37 full time equivalent employees, and a General Fund budget of \$1,691,340. Three non-academic units are also being reviewed. They include: the Institute for Labor and Industrial Relations; the Institute for the Study of Mental Retardation and Related Disabilities; and the Center for the Continuing Education of Women. Subcommittees from the Budget Priorities Committee are conducting

“The unusually rapid rise in the cost of utilities and health care has made especially serious inroads into the amount of resources available for direct support of academic programs.”

reviews of these programs, including public and private hearings and discussion, and then will develop specific recommendations on each program. It is expected that approximately equal amounts of the \$20 million reallocation will occur through Selective Program Reductions and Variable Shared Reductions.

Variable Shared Reductions

Variable Shared Reductions will be levied on all units not in the first category. The amount of reduction required for each unit will be variable, not “across the board,” based upon an assessment by the Vice President for Academic Affairs, the Budget Priorities Committee and the Committee on Budget Administration. For schools and colleges, Variable Shared Reductions will range from 0-10 per cent, averaging 5 per cent over the five year period; for administrative and support units, they will range from 5-15 percent, averaging 10 per cent over the five year period.

Variable Shared Reductions will be based upon plans developed by each General Fund budget unit showing how the unit's budget base could be reduced by specified amounts over the next five years. Schools and colleges are expected to show how budget decrements of 1, 3, 5, 7, and 10 per cent would be accomplished. All other units are asked to present plans for decrements of 5, 7, 10, 12, and 15 per cent. For example, with a decrement of 10 per cent from the unit's 1981-82 base, a unit might develop a plan to absorb a cut amounting to 5 per cent of this base in 1982-83, another cut of 5 per cent in 1983-84, and 0 per cent in each of the remaining three years.

Each instructional unit is being asked to include with its budget reduction plan a statement indicating what negative effect the reduction might have on teaching quality, and

what steps it might take effectively to offset this. Each unit should consider appointing a special committee on instruction, if an appropriate standing committee does not already exist, to review this matter and advise the faculty and administration on the steps that might be taken to maintain the quality of teaching. The possibilities will differ from unit to unit, but may include such diverse steps as better usage of technology, changes in pedagogical methods, revision of the curriculum, redistribution of teaching between graduate and undergraduate instruction, and more selective offerings of classes with very low enrollments. The Center for Research on Learning and Teaching, which has special expertise in these matters, is prepared to serve the instructional units as a consultant regarding alternative ways of improving teaching under these circumstances.

This plan will be complemented by other major efforts including at least: (1) comprehensive efforts at cost avoidance through such steps as a more intensive energy savings program, greater efficiency in space utilization, and other efficiencies in resource management; (2) intensive efforts to restore a higher and more appropriate level of State support for the University in recognition of the special contributions that this institution has made and can make in the future to the well-being of the state and the nation; and (3) increasing gift support for facilities and for endowments, the income of which will enhance the levels of General Fund support for faculty and students. Let me assure you that all of these efforts are being, and will be, vigorously pursued. Taken together with the reallocation plan, these measures will, I believe, enable us to preserve our unique strengths and sustain The University of Michigan in the forefront of great universities.

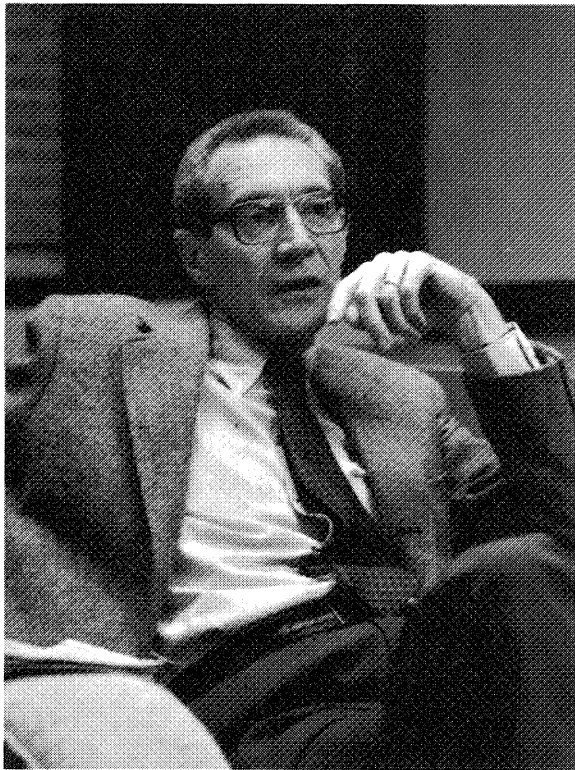
process. First, priorities under alternate decrements or cuts are specified by the units involved and in a “second pass,” after mutual discussions and a cut is decided upon, the vice president will decide on the budget subsequently allocated to a unit. We hope this process will “free up” about \$4 million per year for a five-year period, or a total of about \$20 million, for such reallocation. Thus a school might have a cut of X dollars and on the second pass be allocated Y dollars. The school's budget could thus experience a net reduction, or a net increase, or, after the second pass, remain the same, depending upon the amounts of X and Y. Even in the last case — a unit's budget remaining the same — something of importance will have happened; funds would be reallocated within the unit from low priority activities to high priority activities. A subsidiary goal of this framework for planning is to achieve a net shift of resources from administrative and support units into instruction and research related areas. For example, while all units supported by the General Fund are being asked to formulate long range retrenchment strategies, the limits are different for instructional (0 to 10%) as opposed to administrative units (5 to 15%).

Q. What about the questions of tenured faculty? Do you see a situation where some tenured professors might lose their jobs?

A. Tenure is a complex legal issue, and I don't want to comment on it directly. I can say that the \$20 million targeted for reallocation over 5 years is about 7 percent of the 1981-82 General Fund budget and raising it should not induce major dislocations throughout the university.

Q. Well, what is to prevent all the tenured professors from staying put and all the new young professors without tenure from being “reallocated” out of their jobs?

A. On the contrary, money freed up by reallocation could be used to hire new assistant professors, for example, if this were chosen as a high



Virginia Geren

“Higher education can’t relax on cost containment because even if the economy improves, higher education will face hard times for most of the decade of the 1980s. Fundamental factors, particularly demographics and shifting levels of federal and state support, will still be in operation even in an improved economy. For example, the 18 to 24 year old population grew nationally by slightly more than 20% in the 1970s, but is projected to decline by 15% in the 1980s. What will this enormous shift in the college age population mean for enrollment at the U of M?”

priority item in the minds of the deans and department chairpersons. This is an example of the point I made earlier concerning the decentralized nature of the planning process.

Q. Are there other issues you are thinking about besides those of program reduction and reallocation?

A. Yes indeed. Two *very* important issues are energy costs and university space allocation. We are not restricting our budgeting and planning activities to the academic side of the university. We have an obligation to attack other “big buck” issues with much of the same thinking that is going into the design of this “framework for planning.”

Q. Let’s talk for a minute, then, about the costs of energy.

A. Energy costs are estimated by our plant engineers to rise about 20% a year over the next five years. If a

quantity is increasing at that rate per year, it will double in size in about 3.8 years. Our current year General Fund expenditures on energy costs are about \$20 million, so this implies that in just under 4 years they would double to \$40 million. Thus it is absolutely essential that we develop a cost avoidance plan because increases in energy costs — if not responded to — could wipe out the funds raised by reallocation efforts and other economizing moves as well.

Q. And is this part of your responsibility?

A. Yes. The assignment of thinking through both the energy and space management issues with university staff persons, integrating them into the university planning framework, and creating task forces to consider these issues, is part of my responsibilities.

Q. And what ideas are there for dealing with energy costs?

A. We will be in touch with other universities to study their

experiences. There are faculty members in the School of Architecture who have done research on energy saving in building design and management, and their ideas and participation are already being drawn upon. As a matter of fact, an interesting new field is developing related to this, facilities planning, which draws upon ideas from architecture and business administration and is becoming very important, particularly for capital-intensive businesses such as public utilities. We hope to absorb some of the benefits of the thinking in this new field in our work. Energy costs are now centralized through the Plant Department, but we will consider the idea of decentralizing energy cost management to schools and colleges.

Q. How would that be done?

A. One idea that will be under consideration is to allow deans to keep part of every dollar they save on



Virginia Ceren

“It is sometimes difficult to reach a consensus in a university community concerning priorities, and low priority activities may be in themselves valuable and worth preserving if more adequate financial support could be found. The problem is not so much whether some activities in the university are unimportant (few are) but how to finance a large number of still more important programs with limited funds.”

energy costs in their buildings. That would provide a good incentive for economizing on energy. The same idea might be used as well in some building services.

Q. What do you mean?

A. Some schools and colleges now independently contract with private, non-university organizations for custodial care of their buildings rather than use university personnel. Some deans have said they would like to deal with snow removal services in the same sort of way, claiming that this would be cheaper and more efficient. We have to re-examine the kind of centralization that we have right now.

Q. Wait a minute. I always thought that by centralizing these kinds of services, you avoided duplication and saved money.

A. Not necessarily. Each problem cluster must be studied to determine its own cost configuration.

Q. What about the problem of space allocation?

A. We must do a better job than we have done on this problem because building construction and maintenance costs have become so large. We need to have a better distribution of classroom space over daylight hours. We can't build more buildings so that we can accommodate more classes at peak hours only to have more classrooms standing empty in off-peak hours. The same goes for the use of parking structures. Important changes here, however, will require some life style alterations by both students and faculty, so we will have to proceed slowly.

Q. How about the renting of facilities?

A. This issue is being thoroughly examined because the university has spent as much as \$1 million per year renting facilities in the past. We are planning to move out of the rental business as rapidly as possible. The point is, we now need to have better integration between physical plant and academic scheduling, because the cost of separating them is now prohibitive.

Q. How can they be integrated?

A. We may have to move toward a central allocation of classroom space which is better integrated into class scheduling and course offerings, and we need to consider all these ideas and put them into a multi-year framework as well. It may be that a proposal to build a new building should be sifted through all these alternative considerations. The management of facilities is in turn related to energy costs.

Q. Are there other important issues besides energy and space allocation that need to be looked at in the planning setting?

A. Yes. We are looking at demographic changes that can be expected in the student-age population and we are weighing their possible impact on enrollment planning. People quickly forget adversity, and if the economy starts to improve, there may be a natural tendency to relax and to think we are heading back to the “good old days.” Higher education can't relax on cost

containment because even if the economy improves, higher education will face hard times for most of the decade of the 1980s. Fundamental factors, particularly demographics and shifting levels of federal and state support, will still be in operation even in an improved economy. For example, the 18 to 24 year old population grew nationally by slightly more than 20 percent in the decade of the 1970s, but is projected to decline by 15 percent in the 1980s. What will this enormous shift in the college age population mean for enrollments at the U of M? And what should it mean in terms of current decisions? We are also thinking about such issues as the impact on research of decreased availability of graduate students at the university. This includes the whole knotty business of graduate student support and government funding, again looked at in a multi-year framework. What about the impact of rising tuition at the U of M as compared with other state universities and private institutions? What effects do all of these issues have on the recruitment of undergraduate students? For example, what kind of recruiting program should we be considering in high schools and among our alumni?

Q. To go back for a minute to the framework of planning. The mission as stated was to reallocate, over five years, a sum of \$20 million into selected high priority areas. How was the figure of \$20 million arrived at?

A. It was a judgement call. We thought about a set of problems that the university might face, we made a set of assumptions about university revenues over the next 5 years, including what tuition revenue might be and what state support might be over the next 5 years. Then we made another set of assumptions about what costs might be, and how those assumed costs would reflect certain goals we had. For example, one of our goals is to improve the faculty salary program by at least the inflation rate over the next 5 years. When we put these revenue and costs together and generated the expected

consequences, we came up with a shortfall of about \$20 million.

Q. So that the \$20 million figure rests on a set of assumptions that may or may not turn out to be correct?

A. Yes, and that is a troubling point because if some of our assumptions are altered even slightly, a shortfall of 40 or even 50 million dollars could result over the five year period. In other words, our estimate of a \$20 million gap could turn out to be conservative. But if we have developed a system to deal with a shortfall of \$20 million and it turns out to be greater than this, we will at least have made a start toward dealing with the more serious problem. On the other hand, if the shortfall turns out to be less than \$20 million, our ability to deal with that is something we won't have to worry about; deans, department chairpersons and faculty members can be depended upon to adjust rapidly to any improved financial situation.

Q. All of this planning sounds like a big assignment, and I know you have a very strong commitment to research. What induced you to take such a time consuming job that is not a research position?

A. That's a good question. I'm primarily interested in teaching and research, and I still have an appointment in the Business School which permits me to do some research, particularly in the summer months. I did not want to take a full-time administrative appointment, but I have an interest in contributing what I can in planning for the university because if these problems are not addressed — not only at Michigan but at other universities — things will be bad for higher education in this country. This is well worth my time and effort, at least for a while. Energy costs, for example, could sink the university if they are not brought under better control. In the banquet years universities didn't have to worry

about all these things, but are now having to worry about *all of them at once*. It's a difficult problem, and it's very important that it be done well.

Many concerns have been expressed in the university community over our budget problems, and some persons feel threatened by the reallocation efforts. It is sometimes difficult to reach a consensus in a university community concerning priorities, and low priority activities may be in themselves valuable and worth preserving if more adequate financial support could be found. The problem is not so much whether some activities in the university are unimportant (few are) but how to finance a large number of still more important programs with limited funds.

The university is a dynamic, complex, entity; at any time new fields are coming into existence in which the university should — and must — exert leadership while other fields are declining in importance and still others are becoming obsolete. The task of striking a judicious balance among these in the face of continuing scarcity of financial resources is an enormous one and will concern university presidents, vice presidents, deans, faculty members, and students throughout the 1980s. I hope our efforts in trying to deal with this challenge in interrelated ways will be helpful.

I also want to stress that President Shapiro and Vice President Frye are not only concerned about budgets and costs, they are deeply and persistently concerned about matters of quality and excellence in the university. Indeed one of the principal motivations for our economizing efforts is to enable the university to continue to pursue excellence. There are so many worthy things to be done in the university that we must get as much mileage as we can out of all our financial resources. Responding to these challenges will probably cause the university to "slim down" somewhat, but I believe that we will be able to run a better race.

Worthy Questions

Who Gets Ahead in a Japanese Corporation?

Third in a series of profiles about various interesting research projects being done by Business School faculty

Who gets ahead in a Japanese corporate hierarchy and why? This question in many of its ramifications is being investigated by Vladimir Pucik, the Business School's specialist in Japanese business, who joined our faculty in January as a lecturer in business administration. His position is being funded by a \$100,000 challenge grant from the Japan-United States Friendship Commission in Washington.

The research focuses on variables influencing career patterns of middle managers. "In Japan," explains Pucik, "the bulk of one's career is spent in middle management. Promotion is slow, because as one personnel director of a major trading company has commented, 'The secret of Japanese management, if there is any, is to make everybody feel as long as possible that he is slated for the top position in the firm — thereby increasing his motivation during the most productive period of his employment.' By contrast, top management in many American organizations is preoccupied with identifying rising stars as soon as possible and is less concerned about the impact on the losers' morale."

To gather his data, Pucik studied the career files of several hundred middle managers in eight large Japanese companies. In addition, he developed a questionnaire asking managers about their career

experiences, and conducted interviews in Japan with executives, personnel managers, and career development specialists. He now has data on over 1,000 Japanese middle managers.

What emerges from Pucik's study is a picture of an extremely competitive and arduous personnel control system that pressures every individual to perform at his best. Typically, all graduates of a university who enter a large or established Japanese company in the same year are promoted automatically during the first 10-12 years of their tenure in the firm. After that, formal differences in status and salary begin to appear. But even after 20 years of tenure, the differences in salaries between those on the "fast track" in Pucik's sample and those at the bottom of the cohort amounts to only about 30% of the average cohort salary — a gap about half of that usually observed in the U.S. Only during the third decade of employment, says Pucik, does the salary gap become more pronounced.

However, the lack of formal differences does not mean that informally it is not quite clear who the promising stars are, but nothing is guaranteed and the competition for survival at the top is keen. Line managers are guided to devote more attention to employees who are falling behind in their evaluation

ranking (the results of which, by the way, are secret because it is believed that to give employees specific information on their standing might have a negative effect on their motivation). So if you were working in Japan, and someone was always looking over your shoulder and telling you how well you were doing, that would be cause for concern. It is assumed that the elite can excel without extra support. "In fact," explains Pucik, "one of the problems the Japanese have in their subsidiaries in this country is that they don't know how to manage the elite. Americans want to be told they are stars, to be recognized explicitly. In Japan that recognition is implicit through job assignments and other subtle cues, and it is the mediocre people who are explicitly encouraged."

"I would say there is *more* pressure in Japan than here," says Pucik, "because in Japan the competition has to be hidden, so it's more stressful. What is rewarded is the credibility and ability to get things done in cooperation with others. Thus, the focal point of competition is building cooperative networks with the same people who are rivals for future promotions. Nothing is more dangerous to one's career progress than the cutting of a colleague. Basically in Japan the middle manager must try to out-cooperate

the people he is competing with. In the U.S., we compete openly.”

Other findings from Pucik’s study are: the prestige of the university attended seemed to have a direct impact on the career advancement of employees; in contrast to many U.S. corporations, an assignment in the executive office does not seem to be very helpful in getting ahead; mobility within one’s area of expertise is clearly essential to a successful career progression; the early informal recognition of ability is what matters, the formal assignment of job titles is secondary; the “elite” seem to be a fairly stable group. In Pucik’s sample, more than 80% of those who were ranked at the top after their first five years in the firm kept their ranking 15 years later.

Managerial careers in large Japanese companies, says Pucik, are often said to resemble escalators. The young employee rises slowly but steadily through the ranks as he accumulates years of service and experience. The promotion “escalator” moves at the same speed for all who enter the company in the same year, so there is little room for uncertainty about career prospects. However, Pucik believes that a crowded elevator is perhaps a more appropriate analogy. After rising through the lower floors of the corporate pyramid, the career elevator stops frequently. The door opens and there is a lot of jostling. Those who are unlucky enough to be close to the door, or those with less sophisticated elbow techniques, are pushed out and have to find a place in other, slower elevators. As is often the case in Japan, even this goes on with a polite smile and bow towards those shoved out the door.

Pucik plans to follow up the managers he has been studying, and also to look at younger middle managers to see if the unwritten rules to become a general manager change over time or remain stable, and if people who are successful today continue to be successful in the years ahead. He is also doing a study on the pros and cons of using some Japanese management techniques in U.S. companies, and is visiting a number of Japanese subsidiaries in the U.S. on a regular basis to observe what kinds of issues are coming up and



Virginia Geren

Vladimir Pucik, specialist in Japanese business, joined our faculty in January.

what kinds of solutions are being proposed.

Pucik, who is a native of Czechoslovakia, first went to Japan in 1969-70, when he was doing research for his master’s degree from the Prague School of Economics. He had completed 18 semesters of work in economics, international business and law when political changes stemming from the 1968 Russian invasion of Czechoslovakia resulted in his being expelled from the University with no degree. After working as a computer programmer and spending two years in the army, he obtained an exit visa from Czechoslovakia in 1975 and came to New York, where he took up Japanese studies in Columbia’s School of International Affairs. After receiving his master’s (all the while studying the Japanese language), he entered the Columbia Graduate School of Business for his Ph.D. His dissertation research on the career patterns of middle managers in Japan was conducted during 15 months spent in Japan under a grant from the Japan Foundation and the Social Science Research Council of the U.S.

An interesting aspect of the interviews Pucik conducted in Japan came to light when we asked him what language he spoke while interviewing. He commented that when gathering factual information

he preferred to talk in English, just to be sure he had complete understanding of the material, but when discussing controversial things, he much prefers to talk in Japanese. Why? “You don’t get as good an answer if you speak in English, because the Japanese don’t feel comfortable using qualifiers in English — they are not sure the qualifiers will say exactly what they mean. For instance, suppose you want to ask a manager if he has any problems with Mr. So and So. If you ask in English, he will answer ‘No I don’t.’ But if you are talking in Japanese, he could say, ‘I don’t really have any problems, but’ . . . and then he could qualify, qualify, and qualify.”

Pucik says one difference he has noticed in the way Americans and Japanese think about each other as competitors is that Americans put emphasis on reasons why we may not after all, have to worry about the competition from Japan (i.e., Japanese cannot innovate, their economic growth is slowing down, their workforce is aging, etc.). The Japanese, on the other hand, are always concerned about the *worst* possible scenario, and feeling that they should be ready to meet it.

“It’s not that we can’t design an organization that can compete successfully with the Japanese,” he says, “We certainly *can* do that, but the question is, *will* we?”

Martha Seger, BBA '54, MBA '55, Ph.D., '71 Commissioner of Michigan's Financial Institutions, says economic illiteracy leads to horrendous complications in the marketplace.

No More Niches

We are a nation of economic illiterates," says Martha Seger, BBA '54, MBA '55, Ph.D. '71, Commissioner of Financial Institutions for the State of Michigan, "and that ignorance leads to horrendous complications in the marketplace, especially when you're dealing with financial institutions.

"We've got a revolution going on in finance right now," continues Martha. "Certain aspects of banking and finance were deregulated in 1980, and because of that the whole competitive pace has been intensified. We don't have these nice little niches any more — you know, banks here, savings and loan institutions there, credit unions somewhere else. There are no more cubbyholes; instead we have changes that are blurring what used to be those nice neat lines between institutional categories. In addition all these institutions face competition from money market funds and other companies, such as American Express, who are invading old banking markets. And then we also have tremendous changes on the technical side. The combination of all these factors is turning the whole system inside out. We used to go for 10 years with the same amount of changes that my office deals with in one week. And interest rates! We get more changes in them in one day now than we used to have in an entire year in the early 1960s."



Martha Seger

The Commissioner's office is responsible for supervising state chartered commercial banks, savings and loan institutions, credit unions, and consumer finance companies. This involves seeing that the banking

laws are being observed, determining what size loans can be made, and checking to see that an institution is generally sound. The staff numbers about 120, and includes bank examiners, analysts, and clerical support staff.

"A hard part of the job is to make good decisions when the pressures are coming at you from many directions," says Martha. "For instance, maybe a bank wants to merge with another bank and our office gets involved with whether that should be allowed. Consumer groups might be opposed for some reason; other citizens might be for it; you'll hear from all these different groups and there can be a certain amount of arm twisting. You also are keenly aware of difficult long range consequences in terms of employment, losses to deposits, banking services, etc. depending on what decision you make."

Martha, who was appointed banking commissioner by Governor Milliken in November, 1980 and took over the job in January, 1981, comes to the post with a highly diversified background. She has worked at the Federal Reserve Bank of Chicago as a research analyst, and at the Federal Reserve Board in Washington where she did research on capital markets for 2½ years after receiving her Ph.D. She then became chief economist for Detroit Bank and Trust Company, a position she held for

almost eight years before being hired by the new owners of the Bank of the Commonwealth to work on restructuring that bank's investment portfolio, a job she held for two years before resigning to teach and do consulting. She has taught at several universities, including the U of M, the University of Windsor, the U of M-Dearborn, and Oakland University, where she is now on leave as associate professor of finance and economics. "Rather than identifying myself as a banker," she says, "I think of myself as a financial economist who has worked at one time or another for the Fed, for two commercial banks, for several universities, and as a consultant." This background has given her a wide perspective. She knows how capital markets work, and also understands how banking decisions are made. But that doesn't mean the job has been easy.

"I think the toughest part of the job," muses Martha, "is trying to deal with legislation and policy issues that are very significant but at the same time highly emotional, and to do this in an environment where there is very little knowledge of economics, banking and finance, and how markets work. Because so many politicians and committee staff members don't have the tools or the knowledge to address these issues on their merits and make wise judgments on them, they tend to resort to considering where their support comes from, who their voters are, how it will play back home — rather than whether the decision is the right one.

"There is a lack of realization of how complex economic issues are. Would you expect a journalist to go out on the street and ask 10 people chosen at random their views on heart surgery and take what they say seriously? And yet we do that with economic policy issues which are as complex and delicate as medical issues.

"Some policy makers realize the complexity of the issues and try to get help. We will give them briefings, provide data, and do everything we can to put information in their hands. Other people don't know much but pretend they do, and still others simply don't realize they are taking a

very superficial view. But the combination of all this is to present an environment where it is difficult to get some tough issues addressed, and that is especially discouraging in this especially difficult time for the state.

"For example," Martha continued, warming to her subject, "take interest rates. Allegations are made that interest rates are high because lenders are ripping people off, and that usury laws are there to provide protection for the consumer. In fact it took a subcommittee of the Michigan Bar Association 24 pages to describe what all the usury ceilings are. It depends on what kind of loan is being made, who is making it, what kind of charter the lender has. For example, if you're a credit union with a federal charter, the ceiling can be 21%, but if you're chartered by the State of Michigan, the same type of loan would be subject to a ceiling of 15%. If it takes a panel of lawyers 24 pages to describe all these ceilings, how on earth is a consumer going to figure out which is best? What protection is that for the consumer? Basically, usury laws are price controls. And if the price of money is pegged below the market rate, you simply produce a shortage of lendable funds. What this in effect means is that in this state we've shut off the supply of credit for certain people and certain kinds of loans. But when you try to discuss these questions, you get allegations that you are 'against the consumer.' People say things like 'Why can't we pass a law requiring savings and loan companies to make 30 year fixed rate loans?' There is no understanding of how the Fed policy affects interest rates, how inflation affects interest rates. Out of ignorance the wrong people and the wrong things get blamed."

The answer to these problems, Martha believes, is education. There is so much economic illiteracy, she says, because our educational system has done a terrible job of teaching economics. "In high school," she says, "economics is like an adjunct to home economics — they teach you how to budget and how to complain if your toaster falls apart. In college, the feeling is that if the teacher says

anything at all understandable that's not 'academic,' so people come out of economics courses thinking it's all dry, unimportant stuff. Students need to be taught how vital it is to understand the economic environment, how to use economic forecasts, how to read economic reports. Far from being dry, the economic environment strongly affects how we live our lives."

Because of her strong views about the importance of economic education, Martha spends a good deal of time travelling around the state making presentations to various groups. Her work week usually runs between 70 and 80 hours, and, she says, "we spend a lot of time educating and consulting on legislative and policy matters. I go to a lot of hearings, provide testimony, give background material. I believe in doing my homework, gathering the facts, doing a good analysis of them, and coming up with a position. One of my concerns when I took this job was that because I am the first woman in the job, I would be perceived as a token appointment and would not be taken seriously. That, I think, has not happened. I am taken seriously. People say, 'we don't necessarily agree with you, but we know where you stand.' I don't vary my message depending on the audience. That's helped me function in a political environment. It hasn't made me loved, but it's made me respected."

Despite the turbulence in the financial situation today and despite the difficulties that the State of Michigan is experiencing at the moment, Martha is optimistic. "I think we finally have a chance now," she says, "to get inflation under control. But we have to have good results with our inflation rates for a long enough time to convince lenders that in fact inflation is really abating, and that the drop is not temporary. Obviously, that process is very painful. We've been on an inflationary dope kick for about 40 years now, and like any other dope addict, we are finding it's hard to kick the habit, and the withdrawal symptoms are severe. But if and when you get off dope, you're going to be much better off. And I think now we really have a chance finally to kick the inflation habit."

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.

New Research Unit Launched to Help Small Business

Issues and problems affecting companies that don't have the resources of large corporations will be the focus of the new Independent Business Research Office of Michigan (IBROM). IBROM, which is a joint venture between the U-M and smaller businesses in the state, has been established within the Business School with Alfred L. Edwards, professor of Business Administration and director of the Business School's Division of Research, as its director.

"Our primary focus is research of importance to the small businessman," said Dr. Edwards. "It is our hope that we will operate somewhat like a foundation, screen the various issues and problems that exist, advertise them to the faculty, and with financing from private and public groups, we will proceed with the research."

Data developed by the Office can be used by Michigan firms or by companies interested in moving to Michigan. State Senator Douglas Ross, a member of IBROM's board of directors, said that the new unit's research will help the state develop prospects for new jobs. "We project that 80 percent of the new jobs will come from small businesses," he added.

There is a proposal on IBROM's docket now to study the environmental factors which encourage or inhibit business activity. Business School professor David Brophy, another IBROM board



Pictured at the press conference held to announce the formation of the new Independent Business Research Office of Michigan are three members of the board of directors of the new unit. They are (seated at the head of the table, left to right), David Brophy, associate professor of finance; Alfred L. Edwards, professor of business administration and director of IBROM, and State Senator Douglas Ross (D-Southfield). Others in the picture are media representatives.

member, said he hopes to use the resources of the U-M Institute for Social Research to do the study on a national basis.

Other possible topics for research include how to handle unemployment insurance, how health care policies and rates are developed, the issue of reforming the state's single business tax and the state law on worker's compensation.

Funds for the first year will total between \$75,000 and \$100,000, with some coming from the state and the rest from a private group, the

Independent Research Group in Michigan, which is obligated to solicit additional funds from private sources.

In addition to Ross and Brophy, other members of the IBROM board include: Lansing industrialist Thomas J. Dart; attorneys Fredric G. Weber of Detroit and Harold Berry of Bloomfield Hills; Birmingham businessman Paul Zlotoff; and U-M faculty members F. Thomas Juster, director of ISR and C. Merle Crawford of the Business School.

Management Education Division Offers Several New Courses

The Division of Management Education is offering several new programs beginning this spring. They include:

- *Japanese Management – An Integrated Approach* – This three day program is directed toward industry executives interested in a broad approach to Japanese management systems. It will focus on four major areas: human resource management, production systems, quality circles, and the implementation process. The faculty will be joined by a panel of industry and union executives for discussion of implementation on the last afternoon of the program. “Japan” will be offered four times yearly. For more information, get in touch with Pamela Barnhart, program director.

- *Corporate Financial Management* – This five day program is designed for financial managers with a minimum of five years experience in the corporate financial function. Particular emphasis in the seminar will be placed on the functioning of capital markets and the role of financial intermediaries; working capital management; the firm’s investment decision; financing decisions; and mergers and acquisitions. The seminar will be offered twice yearly. More information may be obtained from John Zajac, program coordinator.

- *Strategies in Sales Management* – This three day seminar is designed for experienced sales and marketing executives, including regional and divisional sales managers, marketing managers, product managers, and brand managers from both industrial and consumer sales organizations. The program provides managers with progressive tools for developing and evaluating a competitive sales/marketing plan. Participants will analyze the components of the sales function from a managerial perspective and learn how to incorporate selling and marketing into the overall corporate planning process. For more information on this seminar which is offered three times a year, contact Don Kelly, program director.



Judith A. Goodman has been appointed director of Admissions and Student Services at the Business School, replacing James F. Filgas, who is now a full time faculty member teaching in the policy and control area. Our new director of admissions holds a B.S. and M.S. degree from Eastern Michigan University, where she worked from 1971-79 as academic advisor, senior academic advisor, and coordinator of academic support services. Since 1979, she has been assistant director of our Admissions and Student Services Office.

Business School Fund Surpasses Goal

At the spring meeting of the Development Advisory Board, Business School Fund National Chairman, Dohn L. Kalmbach, reported that this year’s goal of \$240,000 had been surpassed. He stated that total gifts now exceed \$253,000. These figures represent a nearly 100 percent increase in giving in just the past two years.

Kalmbach attributed this dramatic increase to a genuine expression of concern and support for the University of Michigan during its current financial crisis. Alumni are also highly motivated by a desire to have their Business School reach its full potential in the years ahead.

Kalmbach stated that his personal goal was to have the Fund exceed the \$300,000 mark by the end of the campaign on June 30. He urged all alumni who have not contributed to the current campaign to extend their generous support.

J. Herman Fles, MBA '37 Receives U-M Award for Outstanding Achievement

J. Herman Fles, MBA '37, a longtime leader in the trucking industry, has received the University’s Outstanding Achievement Award. Fles, who was president of his class while at the Business School, was cited for an outstanding career “characterized by business leadership and public service.”

The Grand Rapids executive, who earned an earlier degree at Calvin College, in 1929 joined the accounting department of Western Michigan Transportation Co. where he developed the company’s first cost system. After graduating from the U-M he returned to the company as assistant treasurer.

Four years later, he became treasurer of the consolidated Associated Truck Lines, Inc. and in 1946 was named executive vice president. He guided the company’s subsequent expansion across the Midwest. He was elected president in 1959 and in 1970 was elected chairman of the board and chief executive officer, subsequently leading the company in further diversification. He served as a consultant following retirement in 1979.

Fles long served his industry: lifetime member of the board of governors for the American Trucking Association’s Regular Common Carrier Conference; former vice president of the American Trucking Associations, Inc.; charter member of the ATA National Accounting and Finance Council; past president of the Michigan Trucking Association and life member of its executive committee.

His business leadership role is matched by service to community and state: He has served as a director or trustee of the Grand Rapids Art Museum, the Michigan Colleges Foundation, and the Grand Rapids Chamber of Commerce. He was instrumental in establishing a high school educational foundation and served on the Governor’s Special Commission on Traffic Safety and World Trade Advisory Council.

Newly Promoted Executives Say Business Communication Skills Are Very Important

Newly promoted top executives across the country agree that one of the most important courses for future managers is oral and written business communications.

Business School professors Herbert W. Hildebrandt, Floyd A. Bond, Edwin L. Miller and Alfred W. Swinyard of the U-M Graduate School of Business Administration asked more than 2,000 newly promoted chairmen, presidents, and vice-presidents of American companies: "Which courses best prepare one for business leadership?"

Among the 1,158 executives who responded, oral and written business communication was the course selected as "very important" more often than any other of 13 courses as preparation for a career in general management.

Business communication, selected "very important" by 71.4 percent of the executives, placed ahead of the other majority selections: finance, named by 64.7 percent of the respondents; and accounting, selected by 57.9 percent.

Reported in detail in the March issue of the *Journal of Business Communication*, the selections were independent of business emphasis. Executives in all companies chose business communication as the course best preparing one for a career in general management. They represent such functional areas as production, operations, marketing, sales, finance, accounting, taxes, personnel, industrial relations, research and development.

In terms of industry groups, the executives represent general management, durable and non-durable goods manufacturing, retail-wholesale trade, business services, regulated industries, and other groups.

Profs. Hildebrandt, Bond, Miller and Swinyard in their first analysis of on-going research made this observation:

"The quick inference is that executives desire functional competence in finance, accounting, business policy and planning, marketing, and other areas, yet

recognize that the vehicle to propel that competence is through both the oral and written word.

"Refreshingly, curricular changes are occurring in business schools — requiring business persons of the future to gain clear and logical command over the transmission of ideas. Historical data suggests that the business world consistently wished for more academic work in communication, often advocating liberal arts courses to meet that request.

"As research continues and as competence in teaching business communication improves, that need is beginning to be met."

The authors note that current standards established by the American Association of Collegiate Schools of Business call for at least 40 percent of undergraduate course work to be devoted to studies other than business administration and economics — a trend which can be traced back to the influence of Joseph Wharton who in 1881 gave funds to establish the first collegiate school of business.

Spring Reunions and Receptions

The Business School Alumni Office has been busy this spring hosting receptions for alumni and friends of the School. In March, receptions were held in San Francisco and Dallas at which Dean Gilbert R. Whitaker, Jr. spoke informally on current activities and plans for the Business School.

In April, Professor Paul McCracken spoke on "Where is Washington Leading the Economy?" at a meeting of Chicago alumni held at the University Club of Chicago.

Also in April, the MBA class of 1932 held their 50th Class Reunion dinner at Win Schuler's restaurant in Ann Arbor.

In May, Dr. Albert Cox, Jr., president and chairman of the board of Merrill Lynch Economics, Inc. spoke on the topic, "Reaganomics: Has It Failed?" to New York area alumni and friends at the Harvard Club of New York.

A reception for alumni and friends in the Philadelphia area is being planned for June 16 at The Racquet Club.

B School Students Offer "Worry-for-a-Fee"

An item in a recent issue of the B School student newspaper, *The Monroe Street Journal*, announced the formation of a "new company in the local area." The story, which was written by Gail E. Sype, went on to say:

"For those of you who have difficulty juggling the demands of classes, group meetings, interviews, flybacks, and the concomitant anxiety about each/all of these, this new group will take the worries off your hands and into theirs (for a reasonable fee, of course).

"This new firm, named Professional Tension Underwriters (PTU), is pleased to offer 'worry-for-a-fee' to all anxiety-laden students. For those of us who are unable to *stop* worrying about end-of-the-year problems, but who are also unable to find the time to both *worry* and *work* on them, this service offers a ready-made solution. PTU will do the worrying for you, leaving you free to deal with the more practical aspects of exams, job-hunting, and the like.

"The following is a tentative fee schedule. Please note that all prices quoted are for standard fifteen-minute 'tension sessions,' and service is provided by a Fully Experienced Anxiety Resident (FEAR) staffer. (Prices quoted are for 'tension sessions' only. Wringing of hands, nail biting, and other additional services are available at a slightly higher fee.)

"Standard prices;
Worrying about mid-terms: \$5.00
Worrying about finals: 10.00
Worrying about a summer job: 10.00
Worrying about a permanent job: 20.00
Worrying about term papers: 5.00
Worrying about group projects: 7.50
[Special Offer: One (1) semester's worth of professional anxiety coverage for only \$99.95 plus tax.]
ALL MAJOR CREDIT CARDS ARE ACCEPTED. (Have a good semester!)"

George Cameron III Gets the Student Award for Teaching

George B. Cameron III, professor of business law, has been given the first Student Award for Teaching Excellence. This is a new award this year, and will be given annually. A plaque will prominently display the name of each annual winner, and in addition an award will be presented to the winner at graduation and a book of the teacher's choice will be donated to the library by the Student Council.

When you read students' comments about Cameron's teaching, it is not difficult to understand why he received the award. "Absolutely the clearest, most interested, and most accessible professor I've ever had," wrote one student. "He has the ability to make what could be very dry, technical material come alive," said another, "his lectures are the high point of my day." Other students commented on his availability ("I shall enjoy the memory of Prof. Cameron holding office hours, a group of students seated on the floor, leaning on the walls, and overflowing through the door of his office"); his love of teaching ("his love of teaching is written on his face every time he walks into a classroom"); and the personal interest he takes in his students ("he knows, by mid-term, the names of all his students — and last term he had three gigantic sections — and will call on you by name. If you can't answer a question, he will try to help you, but never to your embarrassment.")

Ballots were distributed to students to nominate recipients of the award, and the winner was determined by a four member selection committee composed of two members of the teaching evaluation committee and two members of the student council. About 250 ballots were submitted. In order to be eligible for the award, a faculty member had to have taught at the Business School for at least five years. Thirty-four nominations were reduced by the selection committee to eight finalists, and Cameron was the unanimous choice.



Bob Kalmbach

George Cameron, winner of the Student Award for Teaching Excellence.

Black Business Students Hold Sixth Annual Alumni Banquet

Earl Hamilton, senior operations analyst and economist for the Federal Reserve Board in Washington, D.C., was the featured speaker at the sixth annual alumni banquet of the Black Business Students' Association held in March at Weber's Inn. Dr. Hamilton was the first black Ph.D. graduate of the Business School, receiving his degree in 1976. A profile of him appears on page 37.

At the banquet, current BBA, MBA and Ph.D. candidates for 1982

were recognized. In addition, special awards of appreciation were given to Judith Goodman, director of admissions and student services at the Business School, Alfred L. Edwards, director of the Division of Research at the Business School, and William Qualls, lecturer in marketing. Engraved pens saying, "Thanks for your support," were awarded to James Filgas, professor of policy and control and former director of admissions and student services; Helen Wilkinson, administrative assistant in the Division of Research; and Claudia Myree, secretary in the placement office.

“Money Won’t Be a Problem. Time Will.”

by Laura Jo Otto

On an early winter evening, the five dual-career couples arrived, brushing snow from their shoulders as they took their places in the panelists’ semi-circle of chairs in the front of the large conference room. The presentation of “Dual-career Marriages” sponsored by the student organization of Michigan Business Women, attracted over 60 students (a third of them, men) who packed wall-to-wall into the executive lounge.

Two paychecks. Daycare for children. Squeezing in time for friends and relatives. The students in attendance seemed anxious to learn the professionals’ versions of how to cope with balancing career and marriage and family. *And* survive to tell about it.

Among those in the audience was Andy Ginsberg, a second-year MBA student who would like to work in the environmental division of a chemical or energy company after he graduates in May ’82. His fiancée will receive her master’s degree in public health from U. of M. the same month. They plan to be married on May 15th in Colorado.

One of Andy’s questions had to do with time — how do two-career couples find time for each other, for children, for friends and for mundane housework? “Although I can’t imagine the lack of time together would be worse than right now for us,” Andy said. “I’m never caught up with school work. We’re lucky if we have dinner together.”

But judging from what the panel said, time pressures will *not* decrease when both members of the couple are working. As one panelist who has her MBA and a child, put it, “Dual-career couples quickly realize that, by far, time is the scarcest commodity. Money won’t be a problem. Time will.”

Some practical and specific suggestions were made during the course of the evening on how to make time for each other. Like setting the alarm clock 45 minutes earlier in the morning to provide the couple a chance to talk as they awaken, before the workaday rush begins. Or even something more standard, like scheduling one lunch date together each week. Or limiting work-related discussions at home to an hour a day. One career woman on the panel said, “Sometimes you have to say, ‘I know this is bothering you at work, but *please* stop talking about it.’”

Because of the time shortage, the subject of who does which household chores naturally arises in a dual-career home. “It’s a constant shifting of priorities,” said a young panelist who is in sales for a utility

company and has been married to a career woman for five years. “I grew up in a family where the bed always had to be made. So that’s what I thought when we got married. Now making the bed doesn’t seem as important. I mean, who sees it?” His wife, a consultant with a Detroit accountant firm, added, “What we do is list what we each hate the most, and the other person does that. He doesn’t like laundry and I wouldn’t trust him with it anyway!”

A businessman, at 38 one of the older panelists, advised, “To be successful, you both have to be fluid. When my wife and I were first married, I used to call housework ‘women’s work.’ Just a little joke I snuck into the relationship! But now, sometimes it’s more convenient for me to go to Krogers, sometimes it’s more convenient for her.”

Raising a family represents a big time commitment for a couple, and a real challenge when each works. Andy and his fiancée don’t plan to have children. However, several students who do want families inquired how the couples reconciled having children while keeping careers.

“Childcare is a big concern of mine,” worried Alice Wunderlich, a second-year MBA student who will begin an accounting position with a Big 8 firm after graduation in May ’82. “Although my field is somewhat flexible, accounting is also an area you have to keep up on,” she said. “You can’t just lose a couple of years while you’re having babies. And if the

About the author: Laura Jo Otto received her B.A. in communication from The University of Michigan in 1982 and is currently working for Congressman Robert Davis in Washington, D.C., as a constituent liaison person. She was an editorial assistant for *Dividend* during her senior year.

child is sick, will the company understand?"

Not necessarily, said one member of the panel. But he also commented that, while strict official company policy is one thing, the immediate supervisor often allows a worker more flexibility.

Another student concerned about the issue of raising a family within the dual-career relationship is Barbara Hauck-Mah. She is a first-year MBA student who plans to receive her degree in May '83. Her husband of one year is currently working on his doctoral dissertation in experimental psychology at U. of M.

Barbara said, "The point about always being able to go to your immediate supervisor is good, in a way. But it also means you have to depend on the kindness of your boss or manager. There's no guarantee I'll get time off when I want to have children.

"Childcare seems to be a difficult topic," Barbara continued thoughtfully. "My husband and I watch other couples with children that we know and see how they work things out. And I noticed that each couple on the panel dealt with it differently."

A solution for some dual-career families is to have a live-in relative to help with the childcare and household chores. Other suggestions for working couples include taking a lot of time to decide about starting a family in the first place. Not everyone should be a parent. And, once children arrive, aim for that elusive factor — quality time with them — the speakers suggested.

"At first we felt guilty about someone else helping raise our children," said a corporate product manager who has a son aged eleven and a daughter who is seven. "But most of our free time is spent with the children. My husband and I are teaching them a foreign language, which takes time, and we sit there and listen while they practice the piano. We try to be with them on the weekends. And we have no more than two weeknights away from home. The trick is in planning a calendar and setting priorities."

Another suggestion made by a group vice president for a Taylor, Mich., corporation, is to keep your

"If you're a parent who's working when you don't want to, that's bad for you and your child. But so is a parent who's not working when he or she does want to."

work schedule as flexible as possible, in case of family crises. "The family to me is more important than the career," he said. "The appointment, the plane, the board meeting, can all wait. But maybe the family emergency can't." His wife raised an important point when she added, "Questions like these about children raise a lot of guilt in mothers and fathers. Do what's best for *you*. Some babies are happy just about anywhere. If you're a parent who's working when you don't want to, that's bad for you and your child. But so is a parent who's not working when he or she *does* want to."

When time is a rare commodity, setting priorities becomes crucial in the dual-career relationship. "I don't think you can have everything," mused a member of the audience. "I know women who think they can have a fast-track career, happy marriage, kids eventually. I don't have the energy for all those."

A married student in attendance spoke from experience when she said, "Women considering careers and marriage should think hard about the characteristics necessary in a husband of a two-career marriage — ideally he will be supportive, sacrificing, flexible, bolstering, and a man who values a career and an education for a woman. My husband had no preconceived notion of what a husband's supposed to do, and that helped."

Lack of mobility when two careers are involved is another major concern for students. "It's a liability to be limited geographically," said one. "I'm already limited because of my speciality. I'm applying for everything that's a potential job. We'll both try to get the best job offer, then deal with it. It'd be a real problem if one of us got a job, and the other didn't. Then one of us might have to redefine our career goals."

Mobility is particularly important

in the business world. As a person advances higher and higher in an organization, he or she is expected to move. "The problem of mobility is present in any *single* career," remarked a personnel manager who is the father of two school-age children. "You obstruct your progress if you're not willing to relocate." His wife, a businesswoman on the panel, added, "Lots of times, a reluctance toward mobility is coupled with its financial implications. It's expensive to move. And there are personal considerations, too. Uprooting is traumatic. You have to go through finding a new doctor, dry cleaner, grocery store, the *works!*"

One suggested alternative when family mobility is a problem, is to take the new job then commute home on weekends. But one business student said he would never consider a long-distance marriage. "That works for some people," he said, "but you have to be able to constantly look ahead to that time you'll be together again. In our relationship — well, if my fiancé got a job and I didn't, I'd take a job waiting to be in the same city with her."

Another solution to the mobility problem which the panel suggested is to keep open the channels of communication with the boss. Constant negotiations might result in staying at the same office or in the same city, and still getting that promotion and raise.

Added obstacles involved in maintaining friendships are another hazard of the dual-career marriage. "It's a problem for us already," said first-year MBA student Barbara. "Finding the time and finding friends with similar interests and constraints is hard. Our priorities go like this: each other, school, then friends. It gets harder as the years go by."

A tax specialist on the panel exemplified the problem well when she described as a luxury being able to run over to the neighbor's house for coffee. "That just doesn't happen when both people are working," she said. "So you have to do more structuring in of things like friends." A fellow professional agreed: "You have to set up social engagements like you do business meetings, consciously blocking in that time." His wife elaborated, "Another problem is

finding friends who are compatible, with whom we have a lot in common. Some of our friends' schedules are much more flexible than ours. So when they show up an hour late, they have time to be casual like that so they think nothing of it. But we see them as being very rude."

A man who travels frequently for his company commented, "When I've been out of town on business, I come home exhausted. I don't feel like doing anything on a Friday night but staying home. The last thing I want to do is put on a suit and tie and go through another round of dinner and drinks. It's difficult to have a lot of relationships because people wonder why we have to beg off from invitations, why we're tired, why we're not readily available. Our friends can't understand why we don't have the same sort of freedom they have. It all gets back to making sacrifices if you want to be successful."

Once the speakers' discussion had drawn to a close, the crowd of future businesswomen and -men filed out of the executive lounge, turning their collars up to face the brisk winter night's gales. But not without some lasting impressions of the night's discussion.

Although Barbara thought it was a bit unrealistic that all the panelists seemed so happy, she appreciated seeing working couples who obviously enjoy and like and respect each other.

Andy was impressed with the number of his fellow male students who came to the presentation. "In terms of our development as men and women," he said, "we should be able to achieve satisfaction through other than just motherhood or just business. It boils down to personal satisfaction for all. The panel was balanced and diversified and their little tips were helpful. Most of all, it was nice to hear encouragement for dual careers. I felt solidarity and support."

Another student pleased with the panel was Alice, who remarked, "I think there's a lot of work in making a dual-career marriage succeed, but it'd be worth it certainly. The more I see people who can handle it, the better I feel!"

Class Notes

'29 CARL F. BEIER, MBA '29, died January 22 in St. Joseph Mercy Hospital, Pontiac. He retired in 1970 after 41 years with the J.L. Hudson Company, and was well known for his volunteer work in Recordings for the Blind and the American Red Cross.

'30 RICHARD E. BRISTOL, MBA '30, retired from the U.S. Treasury's savings bonds division upon reaching age 70 in August 1976. In all, he spent 30 years in public relations work for the federal government in Detroit and Cleveland. Richard and his wife Olga live quietly on Grosse Ile, Mich., a ten-mile-long island in the Detroit River.

EDWARD DUBPERNELL, MBA '30, retired in 1970 as chief auditor of the Detroit Auditor General's Office after 33 years with the city, plus prior public and general accounting experience from 1930 to 1937.

'35 ROBERT S. DAVIS, MBA '35, is a retired partner of Ernst & Whinney in Grand Rapids, Mich., where he was a partner from 1951 to 1972. He lives in Grand Rapids.

'37 L. S. NORMAN, MBA '37, retired on May 1, 1979, from American United Life Insurance Company in Indianapolis, where he was a senior vice president and a director. He continues his position as chairman of the board of managers of AUL's Fund B, a stock fund maintained for variable annuity purposes. From September 1977 to July 1979, he served as consulting actuary for the Indiana Department of Insurance. He then moved to Sugarmill Woods, Fla., in October 1979, where he is currently president of the mens golf association and a board member of a property owners' association. He is a member of the U-M's Presidents Club.

'38 HOWARD CARMi PARSONS, MBA '38, retired in 1975 from his position as medical facilities consultant for the State of Michigan's Department of Social Services in Lansing. He writes, "I'm back in Brownsville, Texas, after all these

years. It was to Brownsville I came with my shiny new MBA. It was part of a family affair. It paid good money, with a lot of extra benefits, but it paled on us. At that time the population in the valley was about the same as Grand Rapids, so one of my friends wanted us to locate in western Michigan. He had job connections that didn't pan out after we got there. Finally I went with Goodyear and was doing fine — a new baby, lots of business until Pearl Harbor. I ended up back in my hometown, and kept busy during and after the war. The Navy didn't want me because my glasses were too thick. Finally I took over a small hospital and went to town with it. Then I took a job as a consultant with the state. That took care of me until I retired." Howard continues, "I lost my Michigan gal in 1950. That was a real blow. If I hadn't met her I never would have known Ann Arbor. She was a junior Phi Beta, and had her master's when I met her. We met during the Depression, when I was a first-generation high school dropout. When it was apparent that conditions were going to be really tough, I went to Ferris and finished high school. Two years at the junior college prepared me for Ann Arbor. It wasn't exactly an easy chore for the first year or two. I had to earn all my funds, and you wouldn't believe all the things I found to do that paid money. It all ended with my wife being with me my senior year, and she won a Hopwood, which was the big event for her. I haven't been to Ann Arbor in several years. My work with the state kept me on the road, and I wanted my weekends at home. I have kept in touch with a few of my classmates, but even they are passing on. John Doelle and I used to have coffee once a month, but he passed on just after I retired. Charley Hoffman and I exchange notes once in a while. My children are grown and well-situated, so South Texas is a beautiful spot to spend the winter. I'm happy to renew a few of the memories of a long-ago happiness."

'41 GERALD E. TUPPER, MBA '41, has his own financial and estate planning service in Central Illinois, with his son Gerald Jr. He is also a chartered

life underwriter and a member of the Million Dollar Round Table. He and his wife live in Peoria, Ill., and have three children and four grandchildren.

MORGAN L. GIBBS, MBA '41, writes, "I retired in December 1976. I had been in children's apparel and juvenile furniture retailing in Midland, Mich., since 1946, and moved to California in 1977, where we live in the San Diego area. I am active in the Rotary Club (for which I serve on the board of directors), play drums with a Dixie Land group, and am chairman of the entertainment committee for our 'Spirit of the Fourth' celebration in Rancho Bernardo."

ROBERT L. ELLIS, MBA '41, has been treasurer and chief business officer at Smith College in Northampton, Mass., since May, 1965 when he retired from the U.S. Navy with the rank of captain in the supply corps. His outside activities include serving as president of the board of trustees of Cooley Dickinson Hospital. Previously he was treasurer and trustee of the hospital from October 1972 to October 1980.

ALEX W. THOMAS, MBA '41, writes, "I retired from active employment in accounting and finance as of July 31, 1980. I would like to hear from other '41 MBA classmates." Alex and his wife live at 3108 Schoolhouse, Drayton Plains, Mich. 48020.

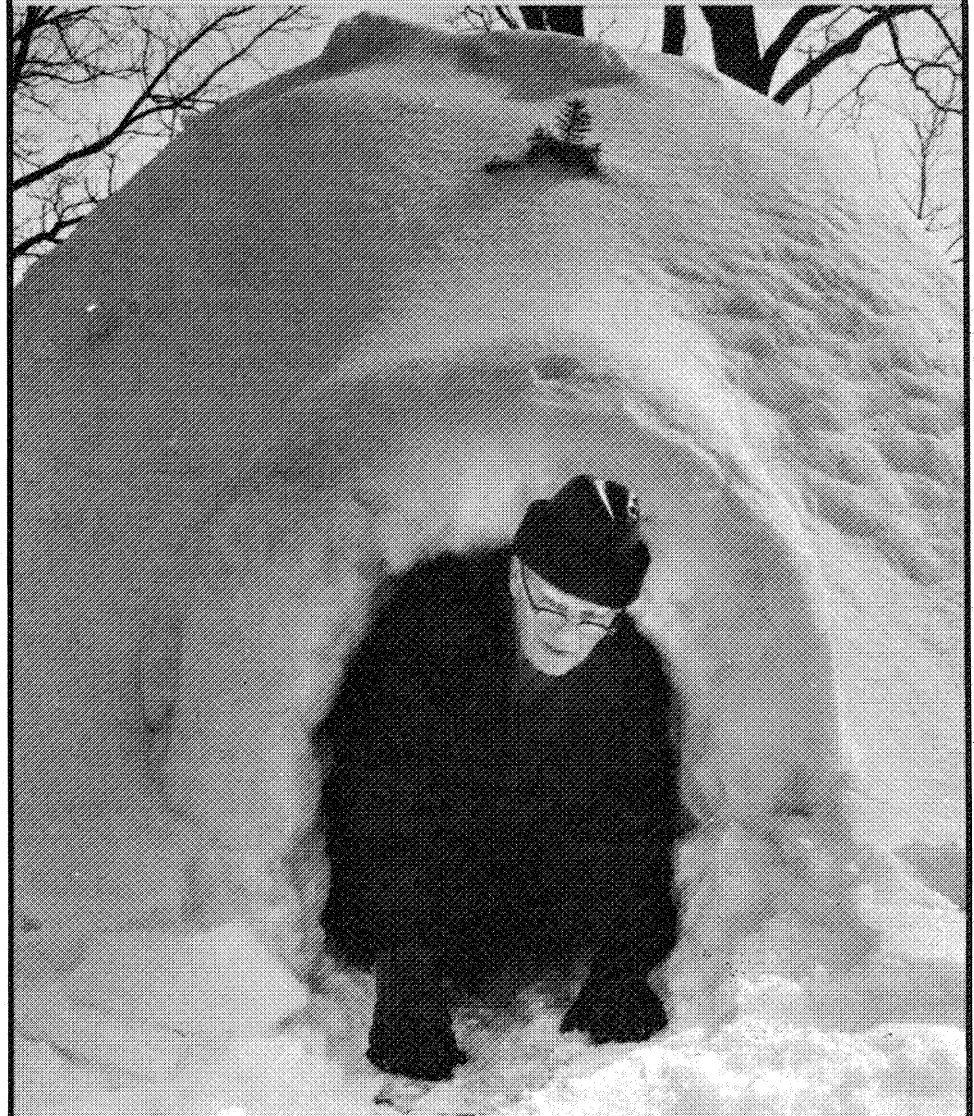
'42 ROBERT S. TRAVIS, MBA '42, retired from employment with the U.S. Central Intelligence Agency in 1975, after 25 years. He and his wife live in Vienna, Va.

'43 ALBERT M. COLMAN, BBA '43, is a senior partner with the Southfield, Mich., law firm of Levin Levin Garvett & Dill. He writes, "I am proud of a second-generation graduate of the Business School, my son Jonathan, who received his BBA in June 1977, and has been associated with Touche, Ross & Co., first in Chicago and now in Detroit, where he is a senior accountant." Albert and his wife live in Southfield.

'44 MRS. PAUL W. GANN, BBA '44, writes, "My husband just retired after 34 years with Monsanto Textiles Co. and we're moving to Cape Coral, Fla."

'46 ROBERT W. SHOPOFF, BBA '46, is a staff vice president of operations and administration for Dresser Industries Inc. of Dallas. He describes himself as "another Michigander who crossed the Red River into Texas nearly 20 years ago." He continues, "I still

"A good winter for igloo building," says Professor Emeritus Leo Schmidt



Leo Schmidt, professor emeritus of accounting, builds an igloo every winter. Now 82, he says he has been building them since he was a boy in Manistee.

This year, the snow cooperated beautifully, and the igloo he built on his 13 acre property in Superior township was 10 feet high and six feet wide, large enough for a small party. "It took me around 50 to 60 hours to build," says Leo. "What you do is make a solid mound of snow and pack it in to make the blocks. I then saw the mound into different size blocks. The neighborhood kids just love it. We had three adults and 11 kids all

crawl in and shine flashlights inside."

"The igloos are very sturdy and I have never had one collapse on me," Leo explains, "A warm day tends to melt it a little, but it actually gets warm inside when a lot of people are in it. It is so strong that you could climb on top of it and jump up and down and it wouldn't fall in."

Why does he do it? "I need the exercise," he says. "This way I don't have to pay Vic Tanny anything."

(Photo by Larry E. Wright used courtesy of the Ann Arbor News)

keep my Michigan ties. With Dresser Industries, I have met U.-of-M-ers all around the globe." Robert and his wife Moira live in Dallas.

'47 LEONARD A. GITTELSON, BBA '47, spent 40 years with the Spiegel company in Oakbrook, Ill., until retiring as vice president of advertising. He lives in Chicago.

ORVILLE B. LEFKO, MBA '47, was recently awarded the professional designation of Chartered Financial Analyst (CFA) by the trustees of the Institute of Chartered Financial Analysts, when the organization met at the University of Virginia. Orville, who is a CPA, was one of only eight persons in his area to successfully complete all ICFA examination requirements in 1981. He was also recently elected president and director of the Financial Analysts Society of Detroit. He lives in Troy, Mich.

G. HOWARD CARROTHERS, MBA '47, retired from IBM in 1975 after 35 years. He reports spending 1980 as director of telecommunications for the Orange County (N.Y.) Community College, where he directed a study to extend non-commercial television in the mid-Hudson region. 1981 was his year for traveling, amateur radio, low-power t.v. and working for the Dutchess County Mental Health Association. Howard and his wife Anne Schaeffer Carrothers ('40 music, '40 education) live in Poughkeepsie, N.Y.

GEORGE AXEL GUSTAFSON, MBA '47, is a full professor of accounting at California State University's School of Business and Economics in Los Angeles. He received his doctorate in business administration (with a specialty in accounting) in 1971 from the University of Southern California. He is a member of the American Institute of Certified Public Accountants, the Michigan Association of CPAs, the California Society of CPAs, the Association of Government Accountants, the Municipal Finance Officers Association and Beta Gamma Sigma. His prior teaching experience was gained at The University of Michigan, Michigan State University, the University of Dayton, Emory University in Georgia, and Louisiana State University in Baton Rouge. He acquired additional work experience as an audit manager with the U.S. General Accounting Office in San Francisco and Washington, D.C., Deloitte Haskins & Sells in Detroit, the Army Audit Agency in Detroit, and the Burroughs Corp., also in Detroit. George speaks frequently on accounting topics, and has published pieces in the *Journal of*

Accountancy, Accounting Review and *Government Accounts Journal*, among others. He and his wife live in LaPuente, Calif.

GERARD SHURMAN, MBA '47, is a consultant civil engineer in Santa Monica, Calif. "My MBA has been invaluable to me in my civil engineering practice," he writes, "not only in the management of my own consulting business for 25 years, but it has also made me more perceptive in the economic aspects of engineering analysis. I recently sold my equity in a company that I had founded and am now confining my practice to feasibility studies and expert witness testimony." Gerard and his wife Shirley live in Santa Monica.

'48 EDWARD N. DAVID, BBA '48, is a merchandise broker in sales and marketing for Ed David, Inc. of Grand Rapids, Mich. He writes, "On March 16, 1981, we will celebrate 20 years of being in the food brokerage business for ourselves. In our first month in the business, we earned a total of \$240. Presently our sales are in the several million dollar range." Edward and his wife live in Grand Rapids.

DONALD P. BOOR, BBA '48, has been in automotive marketing for 32 years, and is currently a district sales manager for Universal Cyclops Spec Steel in Detroit. He is a past president of the U-M Alumni Club of Detroit, from which he received the Most Distinguished Service Award in 1979. He is also a past president of the graduate "M" club. He lives in Northville, Mich.

FREDERICK L. REHAHN, BBA '48, took an early retirement on April 1, 1979, after 25 years of service. He is now on a temporary assignment as an internal auditor with the East Detroit School District and is also filling an unexpired term on the East Detroit City Council.

JERRY B. COMER, BBA '47, MBA '48, is the president of C&G Marketing Inc. of Fairhope, Ala., and an instructor of economics and business at Faulkner State Junior College in Bay Minette, Ala. Jerry and his wife Heather (A.B. '47, LS&A) live in Daphne, Ala.

J. DAYTON FORD, JR., BBA '48, MBA '48, retired as the president of the Allied Van Lines, Inc. of Broadview, Ill., in 1976, after which time he returned to Tucson Ariz. to practice law. He is listed in *Who's Who in America* and *Who's Who in the World*.

PHILLIP H. FISHER, MBA '48, retired on June 1, 1981, from the position of supervisor of planning services, plastic

and metal products division of Eastman Kodak in Rochester, N.Y. He and his wife live in Pittsford, N.Y.

RUSSELL S. COLTON, MBA '48, is the president of Doty Oil Co. Inc. of Fulton, N.Y. He writes, "We are trying to diversify away from petroleum products. We have a successful tire distributor business, a heating and air conditioning business, and are starting a retail computer store." Russell and his wife live in Phoenix, N.Y.

'49 SANFORD GOLDSTEIN, BBA '49, is the senior partner of the CPA firm of Sanford Goldstein and Company. The firm is located both in New York City and Los Angeles, and specializes in the entertainment industry. Sanford's daughter, Meredith, just received her MPP from U. of M.'s Institute of Public Policy Studies. His oldest child, Howard, graduated from Reed College and now lives in Portland, Ore.

HAROLD L. VOTEY, JR., BBA '48, MBA '49, is a professor of economics at the University of California at Santa Barbara, and director of the Community and Organization Research Institute, an organized research unit of the University of California. His research on the economics of criminal justice is supported by the National Institute of Justice (a U.S. organization) and the National Council for Crime Prevention (of Stockholm, Sweden). Currently Harold's research deals with control of drunken driving. His wife, Catherine Claire Cranmer Votey, is a U-M School of Education graduate, and has returned to primary teaching since moving to California in 1962.

MAXWELL G. SWEET, BBA '48, MBA '49, retired at the age of 65 from Giffels Associates Inc., where he had been controller for 20 years. He then assumed the same position at Hoad Engineers Inc. of Ypsilanti, Mich., after one year of retirement. Maxwell and his wife live in Chelsea, Mich.

RONALD C. FORREST, MBA '49, writes, "I am currently serving as manager of plant engineering for the Wickes engineered materials division of the Wickes Companies of Saginaw, Mich. We are a manufacturer of graphite and powdered metal products. My responsibilities include plant facilities, and installation and maintenance of capital equipment. In July 1981, I became president of the Saginaw Valley chapter of the Michigan Society of Professional Engineers. My wife Jacquie continues to be active in volunteer work for our Episcopal church, while our daughter Kathy is a junior at Douglas MacArthur High School, and a

dedicated cheerleader." The Forrest family lives in Saginaw.

CHARLES M. HESTER, MBA '49, writes, "I am responsible for the personnel and labor relations activities of 35 small Westinghouse apparatus repair plants in 20 southern and western states, operating out of our headquarters in Pittsburgh. I am also involved in quality circles, non-union employee relations, labor negotiations with three national electrical unions, equal employment and discrimination cases, and human resources activities along with evaluation and selection of management and professional personnel."

DANIEL D. BEATTY, MBA '49, has been business manager and later vice president for business affairs at Kansas State University in Manhattan since 1956. "My two years at The Business School," he says, "have proven to be invaluable to me in my present position." Daniel and his wife live in Manhattan, Kan.

JOHN PROESCHEL, JR., MBA '49, is secretary-treasurer for finance, accounting and industrial relations for Power-One Inc. in Camarillo, Calif. He served in the Navy in World War Two and during the Korean conflict. He has five children (Katherine, Laura, Donald, David and John) and three granddaughters (Jenny, Vanessa and Sara). He reports being elected "fellow" in the Planning Executives Institute, and says he still keeps in touch with several students from India and the U.S. whom he met at U.M. John lives in Newbury Park, Calif.

'50 RICHARD E. WEINBERG, BBA '50, is a vice president in sales and marketing for Carrier Transicold Co. of Syracuse, N.Y. After his graduation from U. of M., he spent sixteen years with A. O. Smith Corp. in Milwaukee, Detroit, Chicago and San Francisco. In 1965, he left A. O. Smith to accept the position of vice president in charge of sales for Payne Co., a heating and air conditioning division of Carrier. In 1974, Richard moved to Indianapolis and to another position as vice president in charge of sales, this time for BDP Co., also a division of Carrier. 1980 brought him to his current position in Syracuse. Richard married Mary E. Brennan in Milwaukee in 1951; they have seven children.

ELFORD S. DUDLEY, BBA '50, is a professor and department head of communication at Mississippi State University. He is also the current president of Mississippians for Educational Television. Elford and his wife live in Starkville, Miss.

Eleanor Forlenza, BBA '51, is appointed vice-president of Cleary College



Eleanor B. Forlenza, BBA '51, is now vice president for college relations at Cleary College, making her the first woman to be named a vice president at the 98 year old college of business administration.

In her position, she is responsible for the organization and direction of all fundraising activities and for public relations, media relations, and coordination of publications. She also serves as a

member of the College's forward planning and policy committee.

Before taking her present job, she was associate director of research for six years at D'Arcy, MacManus & Masius Advertising agency; and director of marketing and promotion at the University of Michigan Television Center. She was director of college relations at Cleary for a year and a half before being promoted to vice-president.

DONALD R. SIEVERT, BBA '49, MBA '50, rejoined Whittaker Corporation in September 1980 as controller of their electronic resources division in Burbank, Calif. Previously he had worked for Whittaker from 1966 to 1968. He is also currently serving as the treasurer of Whittaker Federal Credit Union. Donald and his wife Harriette live in Canoga Park, Calif.

HOWARD R. COTTRELL, BBA '47, MBA '50, began his current position as controller at the University of Washington in Seattle in January 1981. He is in his 26th year in business and finance administration in higher education. He and his wife Corrine (LS&A, '49) recently became grandparents for the first time, "life's greatest thrill," he writes. They have four children, ages 15-29.

'51 ROBERT L. MCCOLLEY, BBA '51, is president and owner of Dataforms Company of Jackson, Mich. He is also president of Insty-Prints in Jackson, a quick-printing franchise, and a partner in M&S Investment Company, a real estate and business equipment leasing business. Robert is a forms consultant, certified by the National Business Forms Association. He and his wife make their home in Jackson.

JEROME P. SUBAR, BBA '51, is the chief executive officer of Model Coverall Service Inc. of Grand Rapids, Mich. "I've worked in the family business since graduation," he writes, "except for two years in the U.S. Army from December 1952 to November 1954, when I served in Korea. I've been involved, over the years, with Junior Achievement, board of

directors; chamber of commerce; Kent Optimists, board; B'nai B'rith; Variety Club of Grand Rapids; Congregation Ahavas Israel, board; Jewish Community Fund of Grand Rapids, president; and Israel Bond Committee, local chairperson. My wife Judith is a U. of M. graduate, as are my brother and sister and their spouses. Judith and I have three sons: the eldest, Dean; Jonathan, who is currently a BBA student in the Business School; and Richard, our youngest.

FRANK J. KOZUMPLIK, JR., BBA '51, is an account executive and sales representative in Florida for the Jackson, Mich., Aeroquip Corp. Frank and his wife live in Maitland, Fla.

CAPT. RICHARD D. HURT, MBA '51, retired from the U.S. Navy after 28 years of service. He is now manager of the logistics support department of Caci Inc. — Federal, helping the Royal Saudi Arabian Navy establish a supply system. He and his wife live in Fairfax Station, Va.

JOHN W. CONYERS, JR., MBA '51, is the organic chemical staff coordinator for Pennwalt Corporation in Philadelphia. He joined Sharples Chemicals in August 1951, then married Audrienne Wharam in 1953. They lived in the Philadelphia area until the fall of 1960. Three daughters were born to the Conyers in Bryn Mawr, Pa. The family then moved to the San Francisco area, where John set up the West Coast organic sales office for Pennwalt. One daughter was born to them at Stanford Hospital in 1963; the Conyers then returned to the Philadelphia area in November 1978. They now make their home in Malvern, Pa.

JAMES A. HAGUE, MBA '51, is a stock broker with Smith Hague & Co. Inc. of Detroit. He writes, "My high school 40th year reunion was held at the Shenandoah Country Club on May 15, 1981. The June '40, January '41, and June '41 classes of Redford High School attended a dinner-dance, at which I saw many former classmates at the U. of M."

FORREST WADE TIPPEN, MBA '51, is a division president of United Savings Association of Abilene, Texas, a company he has been with for 25 years. He and his wife have three children: Peter, a tax accountant with Arthur Young & Company in Dallas; Philip, a manager at Salta Pipe Co. in Abilene; and Susan, a freshman at the University of Texas in Austin.

ROBERT J. DEBRI, MBA '51, died recently of cancer. He had been manager and

treasurer of the LSI Credit Union in Grand Rapids since 1967. He was also a director of the Michigan Credit Union League since 1975, and a member of the league's Founders Club which organized the Dexter Industries Employees Credit Union (now Dexter Lock Credit Union). Robert received the league's 1981 distinguished service award and was inducted into the Michigan Credit Union Hall of Fame, based in Southfield. He was on the board of directors of the Credit Union National Association and treasurer of the Grand Valley Co-op Optical since 1965. He also served as manager of the Grand Rapids Telephone Employees Credit Union from 1955 to 1967 and assisted in the organization of St. Matthew's Credit Union. Former president of the Holy Spirit Board of Education and former parish council president, Robert also was active in the parish as a lay minister and lector. Surviving are his wife, Lorraine; his son, Robert John; four daughters: Karen Ford, Marilyn, Mary Kay and Michelle, all of Grand Rapids; as well as a brother and four sisters.

'52 BRUCE C. WALBORN, BBA '52, is the chief executive officer of Mills Hall Walborn & Associates of Cleveland. Mills Hall Walborn merged in October 1981 with Academy Advertising Agency to become a \$10 million-plus agency. The merger negotiations are now completed with the stock being divided equally between the two agencies. The offices were fully combined by January 1982, and the new agency is among the top ten ad agencies in size in the greater Cleveland market. With the increase in size, the new agency is planning to acquire additional accounts and expand even further. Bruce explains, "We've increased our depth in all positions and feel the merger gives us the opportunity to better utilize our talented staffs." The two former agencies had been in existence for over 25 years each. The merged agency's major strengths include extensive consumer/retail advertising experience, market research capability, a strong marketing approach to advertising and an award-winning creative group. Mills Hall Walborn & Associates now becomes one of the largest radio and television media buyers in this market. Both former agencies have for years been responsible for drawing many millions of visitors to consumer attractions. "We've learned how to attract people to all kinds of recreational activities including amusement parks, auto race tracks, concerts, movies and food facilities," Bruce states. Some of the merged agency accounts are Geauga Lake Park, Honey Baked Ham Company, Motion Picture

Distributors and Exhibitors, U.S. Auto Raceways, WMMS-FM radio, WERE-AM radio, WYTV (ABC)-TV, WCLQ-TV (channel 61), Commercial National Bank, Airtron, Ohio & Nashville Schools of Broadcasting, and Oglebay Norton Company. The new organization has a staff of 15 people and will be located in the Courtlands Building in Cleveland.

H. RUSSELL OHLHEISER, JR., BBA '52, is the president of O&W Heat Treat Inc. of South Windsor, Conn. "Our business of metallurgical processing for the aerospace industry continues to prosper and we have recently moved to larger quarters to continue our growth," Russell says. "As parents of an engineering student, we have enjoyed returning to U-M for homecoming the last four years and hope that we have established a habit!"

W. V. HORVATH, BBA '52, is enjoying field sales management as the district manager for Owens-Illinois Inc. in Clayton, Mo. He has been based in St. Louis for the last 12 years. He and his wife have four children: Karen 23, Vicki 21, Bruce 19, and Stacy 17. Golf is his main recreation.

TED J. SIMON, BBA '52, is vice president in the real estate firm of Bormans Inc. of Detroit. He was elected to Bormans' board of directors in September 1981. He and his wife live in West Bloomfield, Mich.

ROSS GUNN, JR., MBA '52, has had his own manufacturing agent company, Gunn & Beckman Corp., for 21 years. The firm employs 12 sales representatives and an office staff of four. The company is based in Corona del Mar, Calif., and covers California, Arizona, Nevada, New Mexico and Hawaii. Ross' company represents hardware, garden, electrical and housewares lines.

RICHARD D. FOERSTER, MBA '52, is an associate broker with Cummings Realty & Trust Co. Inc. of Tucson, Ariz. "I am enjoying the lifestyle of the Southwest," Richard writes, "and the economic growth of the Sunbelt and Southern Arizona." His wife Lucinda is a sales agent for Cummings Realty and sells houses to "snow birds" landing in Tucson and Southern Arizona. Their son Chris is a sophomore at Colorado State University in Fort Collins. He is playing center and hopefully will be a starter in the fall, his father reports. The Foerster's daughter Carla is a junior at Sabino High School with no specific plans for college, other than "Go!"

'53 HAROLD L. THOMPSON, BBA '53, is a senior sales representative

for Firestone Tire & Rubber Co, in Allen Park, Mich. "I am enjoying my work, which is basically selling wheels to General Motors," Harold writes. He lives with his wife in Plymouth, Mich.

RICHARD M. CINOMAN, BBA '53, is an auditor for the U.S. Department of Commerce's Office of Inspector General in Washington, D.C. He and his wife Louise live in Silver Springs, Md. Their two sons, Mike and Andy, both attend the University of Maryland.

ROBERT W. BURNS, BBA '53, retired on December 29, 1980, from the U.S. Army's tank and automotive command in Warren, Mich. He had been employed by the government since '65. His job was that of a contract specialist. Robert and his wife May live in Mount Clemens, Mich.

JACK W. COLEMAN, MBA '53, is an executive vice president of San Jose State University in California, as well as a retired colonel with the U.S. Air Force. Jack and his wife, Sara, make their home in Buena Park, Calif.

'54 ROBERT M. DANIELS, SR., BBA '54, was appointed by Governor William Milliken as circuit judge of Michigan's 14th circuit in Muskegon in 1978; he was elected to a six-year term in November 1980.

LOGAN THOMAS MITCHELL, BBA '54, writes, "I have had extensive experience since graduation from U-M with corporations and medical centers in the areas of personnel administration and management. Over the last three years, I have become self-employed, devoting full effort to several businesses in the Shoreview, Minn., area that I operate under my corporate business structure, such as executive recruiting, marketing, energy products, writing and publishing my own work, management consulting and moving toward financial independence. If I could offer anyone advice which might be helpful, it would be to consider becoming a self-employed entrepreneur as soon as possible! There are many factors affecting these decisions for everyone, but I found that in bringing all my educational and experience resources to bear, and with some careful pre-planning and goal-setting, all that was needed was the final step, 'DO IT.' It is an adventure that is indescribable from then on — with its 'ups and downs.' However, you can work to your *full potential* without 'burnout' and realize a satisfaction that I believe is nearly, otherwise, unobtainable. Granted, the above is quite 'philosophical'; however, ponder this: how are advice and philosophy

Wallace D. Riley, MBA '52, is president-elect of the ABA

Detroit attorney Wallace D. Riley, BBA '49, MBA '52, was nominated president-elect of the American Bar Association by its 52 state delegates at their midyear meeting in Chicago January 29. If elected, Riley will become the third Michigan president of the ABA, following in the illustrious footsteps of noted legal scholar, teacher and Michigan Supreme Court Justice Thomas M. Cooley (1893-94), and former general counsel and Director of the Ford Motor Company William T. Gossett, currently a partner in the Detroit law firm of Dykema, Gossett, Spencer, Goodnow & Trigg. Gossett served as ABA president in 1968-69.

Riley is a founding partner in the Detroit law firm of Riley & Roumell. Long an active participant in the ABA, he has served in the policy-making

House of Delegates since 1972, as a member of the Board of Governors 1977-1980, chaired its finance committee 1978-80 and served on its long range financial planning committee 1978-80. In addition, he served on the ABA standing committee on judicial selection 1974-79, and the committee on legislation 1962-68. From 1967-1980, he sat on the general practice section council.

A past president of the State Bar of Michigan (1972-73) and of the Detroit chapter of the Federal Bar Association (1962-63), Riley was national vice-president of the Federal Bar from 1963 to 1964, and has been a trustee of the Federal Bar Foundation (Detroit) since 1968. A member and past chairman of the Michigan Board of State Canvassers, he has also been a special assistant attorney general since 1969.

developed, except from involvement and exposure." Mitchell continues, "Recently I have run across four words that quite well say it all: From *knowledge comes belief*. From *belief comes commitment*. From *commitment comes ambition*. Without these, in that order, the way is truly difficult. I offer my academic preparation and experience to date, as testimony to the above."

LLOYD ALLEN VERHAGE, BBA '54, is president of VerHage of Holland Inc., a successful Chrysler-Plymouth dealership in Holland, Mich.

EDWIN A. GRENKOSKI, MBA '54, writes, "After 16 years in Midland with Dow Chemical U.S.A., I took over Dow's Grand Rapids sales office in May of 1980." Edwin and his wife, JoAnne, live in Spring Lake, Mich.

VICTOR LOREN BROOKS, MBA '54, is president and owner of Brooks Equipment Company, a Birmingham, Mich., distributorship which primarily serves the State of Michigan. The company sells processing equipment such as vacuum pumps, dust collectors and

slurry pumps. Victor and his wife live in Bloomfield Hills, Mich.

GEORGE S. MILROY, MBA '54, tells us, "I stayed in Ann Arbor after graduation and worked in Detroit in advertising. In 1970, I started my own agency, George Milroy Associates Inc., and operated with offices in downtown Detroit. In November 1980, we moved the agency offices to Ann Arbor. My employees and I much prefer our new location."

'55 PHILIP J. BRUNSKILL, BBA '55, is a vice president for public relations and development at Chautauqua Institution in Chautauqua, N.Y. He writes, "We recently completed with success the first major fund-raising drive in the 107-year history of the institution, which is located near Buffalo in Western New York. We raised \$3.7 million against a \$3 million goal to claim a \$1 million challenge grant from The Gebbie Foundation in Jamestown, N.Y. Now we are launching an \$8 million campaign with \$5.2 million already pledged or in hand." Philip and his wife live in Mayville, N.Y.

DAVID H. KESTEL, BBA '55, MBA '55, is the senior vice president for Group Hospitalization Inc., the Blue Cross/Blue Shield plan of the Washington, D.C., area. He and his wife live in Potomac, Md.

ROGER V. MULIER, BBA '54, MBA '55, has been the worldwide OEM product sales manager for the printer division of Control Data Corp. He works at the home-plant location in Rochester, Mich. Additional corporate plants are in Kentucky, England and Romania.

WILLIAM C. SPROULL, MBA '55, is the director of strategic planning for Honeywell Inc. in Minneapolis. He received his Ph.D. in 1973 from The American University in Washington, D.C. He and his wife Nancy have a son who is a 1979 graduate of the University of Colorado, and a daughter who is a senior at the University of Minnesota. The Sproulls live in Bloomington, Minn.

RICHARD A. PERELES, MBA '55, is the director of Peerless/American Services Group in Rockville, Md. After 25 successful years in various industry and government managerial positions, Richard started this consulting group in 1978. The business takes a wholistic approach to problems and circumstances, and provides a unified service of management consulting, and industrial and operations engineering consulting. The Peerless/American Services Group monitors and measures improvement through productivity, profit, growth, utilization, savings and morale-type indicators. As director of the group, Richard has extensive experience in information and telecommunication system service development, office and manufacturing engineering, corporation organization development and structuring, and education. He has worked for the President's Office of Telecommunications Policy (for both Ford and Carter); IBM; Federal Communication Commission's office of the executive director; Department of Commerce, National Telecommunication and Information Administration; General Motors; Martin Marietta; and System Development Corporation. Richard has been on The Johns Hopkins University faculty for 16 years; he presently teaches "Information Systems I," a required course for an Administrative Science Master's Degree. The university had him develop for the 1981 curriculum the advanced seminar course, "Information Systems II," which he now teaches. He has lectured for other universities and professional associations, and is a former member of the Maryland Data Processing Personnel Examining

Board. He is a member of AMA, TIMS, ASME and SME professional societies.

JOHN G. HUNGERFORD, MBA '55, is the assistant director for Auxiliary Enterprises of Western Michigan University in Kalamazoo. He has been elected to the board of directors of the National Association of College Auxiliary Service for three years, 1980-83.

'56 DON P. MAHONEY, BBA '56, has had the same employer since graduation, First National Bank in Billings, Mont., where he currently holds the position of vice president. He and his wife, Marilyn Ryan, have two sons, aged 21 and 18. Don is listed in *Who's Who of the West*, and enjoys golfing, fishing, camping, snowmobiling and microcomputing.

JOHN A. DROSTE, BBA '56, is the regional sales manager for Cyro Industries, a partnership of American Cyanamid and Rohn GMBH. He has the responsibility for sales of acrylic sheets in 12 states ranging from New York and Pennsylvania to Colorado and New Mexico. Five salesmen, an architectural specialist, and three order processors report to John. He operates out of the regional office in Rosemont, Ill., and lives in Naperville, Ill.

FRANK D. SWANSON, BBA '56, is the president of Swanson Foods Inc. in Dearborn, Mich., and the vice president for institutional sales of L J Minor Corp. in Cleveland. He lives in Whitmore Lake, Mich.

ROBERT C. SCHLEH, BBA '56, has been municipal court commissioner for Sacramento County (Calif.) Municipal Courts since February 1981, after 20 years in the private practice of law. He is the founding director of Lawyers Mutual Insurance Co., which began in 1979 and now insures over 4000 attorneys against legal malpractice. Robert is also a lieutenant colonel in the U.S. Air Force Reserves.

WILLIAM H. MACFARLAND, BBA '56, is an attorney in Phoenix, Ariz. In addition, he is president of Robert H. Bradshaw Assoc. Inc., Lloyd's of London Underwriting Managers who specialize in high-risk disability insurance in the sports industry. Their offices are in Bermuda, London, Toronto, New York, Phoenix, and Seattle. He is also associated with Stiteler Investments Inc. of Phoenix, which specializes in tax-oriented investments. He is a former president of Legal Counsel for the World Hockey Association, and lives in Scottsdale, Ariz., with his wife Phyllis.

JOHN ANDREW KELLY, JR., BBA '53, MBA '56, is a partner in the law firm of Schumacher, Jones, Valley, Kelly & Olson in Chicago. He writes, "Although my principal occupation is the practice of law, I am a director and member of various management committees of several small-sized manufacturing companies with sales ranging from \$12 million to \$40 million. My eldest daughter is a graduate of The University of Michigan." John and his wife live in Winnetka, Ill.

CHARLES E. SKALA, BBA '55, MBA '56, is semi-retired from a small financial planning-consulting business. He is active in community affairs, both political and charitable, in his home of Fullerton, Calif. He and his wife have two sons, Whitney, age 22, who is currently attending Georgetown Law School; and Jeffrey, 18, who is at the University of California at Santa Cruz majoring in physics.

CHARLES F. DRAKE, MBA '56, was hired as executive vice president of The Butter Company in Menomonee Falls, Wisc., in the summer of 1980. "The firm is a growth-oriented programmed wholesaler of building specialty products with 4000 customers in all 50 states," Charles writes. He and his wife, Helen, live in Milwaukee.

GERALD L. SANDLER, MBA '56, is a vice president of the finance division of Atlas Steel in Welland, Ontario, Canada. Atlas is Canada's only integrated specialty steel company. Gerald and his wife live in Saint Catharines, Ontario. "We are trying to stay fit," he writes, "by playing tennis several times a week. And we like a social game of bridge." The Sandler's have three children: Jeffrey, age 25, who graduated in communications and is pursuing a career in radio and television; Hanna, 22, who graduated in economics and has joined the management training program of one of Canada's largest banks; and Jane, 20, who is a third-year business administration student at the University of Toronto.

'57 RICHARD S. COHEN, BBA '57, is a partner in the Los Angeles law firm of Kadison, Pfaelzer, Woodard, Quinn & Rossi. He writes, "Since business school at U. of M., I attended the Stanford University School of Law, graduating in 1960. From 1961 to 1962, I worked at the California State Board of Equalization. Then from '62 to April '65, I was a deputy attorney general in the tax division of the California State Attorney General's office. In April 1965, I entered the private practice of law with Kadison, Pfaelzer *et al.*, a 60-person law firm. I am married to the former Donna Frost and

we have two sons, Richard a student at the United States Commercial Fishing Academy, and Mark a freshman at the University of Denver. We live in Flintridge, Calif. I am a director of Santa Anita Realty Enterprises, Inc., and Santa Anita Operating Company, president of the University Club of Los Angeles, past president of the La Canada Flintridge Chamber of Commerce and Community Association, a director of Children's Home Society, the oldest adoption hospital in Glendale, Calif., and am involved in other civic and charitable activities."

HOWARD C. TOMMELEIN, BBA '56, MBA '57, is the president of his own corporation, Howard Tommelein Associates, Inc., which he formed in 1973 in Cincinnati, Ohio. He concentrates on consulting, economic development planning, urban affairs, community organization, and residential and commercial real estate development. Prior to his current position, Howard was with Procter & Gamble in Cincinnati for 15 years, in the buying, distribution, corporate development, international and management systems divisions. Howard is married to Ann Frances Taylor Tommelein (BA '56).

CHARLES I. GUSTAFSON, MBA '57, is the chief executive officer of the G. N. Wilcox Memorial Hospital in Luhue, Hawaii. He writes, "After 21½ years in Oregon with the Rogue Valley Hospital in Medford, I moved to paradise, Kauai."

LARRY ZUCKERMAN, MBA '57, had a recent career change "and loves it," he writes. "After working for General Electric and Timex for more than 20 years, I formed my own marketing research company, which specializes in new product research. The change has been refreshing and rewarding."

EDWARD PLANCHON, MBA '57, joined Poclair S.A., a Tenneco associate company, after 22 years with Chrysler International S.A. in assignments all over the world. He started at Poclair S.A. in June 1980, and now holds the position of commercial director in Compiegne, France.

'58 DAVID C. WALCHLI, BBA '58, is a pilot for Pan American World Airways at San Francisco's International Airport. He has been with commercial airlines as a pilot for 24 years. David is also a retired U.S. Air Force colonel; he was a rated pilot with the Air Force for 28 years. He lives in Novato, Calif., with his wife, Gloria.

John Madigan, BBA '58, MBA '59, is pictured in Fortune Magazine

An article about the Tribune Co. of Chicago in the April 1982 *Fortune* pictures John Madigan, BBA '58, MBA '59, who was promoted last May by Stan Cook, president of the company, to executive vice president and chief financial officer. Madigan, a former dealmaker for Salomon Brothers, has helped the company embark on a \$700 million, four-year expansion program, according to the *Fortune* article.

The expansion program includes: \$190 million for a new paper mill in Thorold, Ontario (the first in Canada to recycle used newsprint), \$40 million for the Orlando *Sentinel Star's* new printing plant, which began operating last October, and \$185 million for a new computerized printing plant in Chicago that will be able to turn out ten different city and suburban editions simultaneously when it is completed in September.

MARVIN R. NYREN, BBA '58, is the president of M. R. Nyren Company, which is an institutional towel and linen distributor for Cannon Mills Company. Marvin and his wife, Phoebe, live in Northbrook, Ill.

NORMAN B. LIBMAN, BBA '58, was recently promoted to vice president of A. G. Becker Inc. in Chicago. He concentrates on portfolio management for private investors. Norman and his wife, Doris Mintz Libman, live in Highland Park, Ill.

WILLIAM J. KEMPF, BBA '53, MBA '58, is president of M&I Bank of Menomonee Falls, Wisc., a bank he started in September 1974, and which is now \$21 million asset size. William and his wife, Sharon, live in Waukesah, Wisc.

DANIEL H. DAHL, BBA '57, MBA '58, is a vice president at Manufacturers National Bank in Detroit. His duties there include handling large Detroit-based accounts, specializing in corporate finance in the areas of private placements and mergers and acquisitions, and directing Graham Mortgage Company, a subsidiary of the bank. Daniel married Mary Rue ('58, Education) in 1957. They have three children: Nancy, a student at Michigan State University; Daniel, a student at Cranbrook School; and Stephen, also a student at Cranbrook School. The Dahl family lives in Birmingham, Mich.

THOMAS PAGE MERICLE, BBA '54, MBA '58, is president of MSI Associates, Inc., a marketing consulting and manufacturers' representative firm in Danville, Calif. The company's primary interests are in export-logistics contracting for domestic shippers and chemicals for the pulp and

paper industry. Since graduation Thomas has been in marketing for Standard Oil of Ohio, American Potash Corporation, and Kerr McGee Chemical Corp. He also served as president of a chemical subsidiary of Allied Equities Corporation of San Francisco with offices in Anaheim, Calif. Since 1975, he has been principal shareholder and secretary/treasurer of Asphalt Systems, Inc., and Asphalt Maintenance Products, Inc. The former is the sales agent for asphalt sealers produced in Salt Lake City by the latter. In addition, he recently bought a retail music outlet in Danville, Calif., which is serving the fast-growing San Ramon Valley outside of San Francisco. He lives in Danville with his wife, the former Louise Watson of Atlanta, and they have two children.

JOHN E. WUNCH, MBA '58, is a senior systems analyst for Michigan Bell Telephone Co. in Oak Park, Mich. "I am a sales consultant on Bell System terminals — CRTs, Dimension PBX, transaction telephones (point of sale), and Vu Sets," he writes. "I provide customers with the information required to write the software used to interface our terminals with their computers and I do troubleshooting when asked to do so." John and his wife, Helen, live in Birmingham, Mich.

JAMES M. AUGUST, MBA '58, says, "I am now president of Stone, August and Co., a newly formed advertising agency in Birmingham, Mich., and am the managing partner of The Strategy Company, a marketing consulting group." James and his wife, Doris, live in Birmingham.

EDWARD A. JACQUES, MBA '58, is the manager for corporate capital assets of ITT Corp. in New York. "I have developed a sophisticated method for computer development of capital-expenditure allocations to units and subsidiaries based on performance data (sales, net income, return on assets, risks associated with product, market, country, economic outlook for a particular unit, etc.) and use of fixed and total assets," Edward writes. He and his wife, Margaret, make their home in Westport, Conn., where Edward is commodore of the Minuteman Yacht Club.

'59 CHARLES T. URQUHART, BBA '59, received his MBA through Michigan State's Advanced Management Program in 1974. He graduated with 4.0/4.0 and was awarded memberships in Phi Kappa Phi and Beta Gamma Sigma. "I recently joined American Airlines as assistant vice president for information systems after spending 20 rewarding years with Ford Motor Company in various management positions in data processing and telecommunications," he writes. Charles works and lives in Arlington, Texas.

THOMAS L. GLAZA, BBA '57, MBA '59, writes, "After 23 years with IBM, I have left to form an education, consulting and computer software firm, GMD Systems International Inc. of Atlanta, which services IBM general systems division customers who are installing computer-based manufacturing control systems." He lives in Roswell, Ga., with his wife, Janet.

COLONEL JAMES I. MORTON, MBA '59, recently was transferred by the U.S. Air Force to Wichita Falls, Texas, where he is the administrator of the USAF regional hospital at Sheppard Air Force Base. Prior to this current position, James spent three years in Duluth, Minn., which he describes as "a beautiful place to live — true north woods country." James and his wife, Beverly, enjoy cross-country and downhill skiing.

'60 LAURENCE E. WHITE, BBA '60, has been resident branch manager for Smith, Hague & Co. Inc. for the past five years. Smith Hague is a member firm of the New York Stock Exchange and other major exchanges. Laurence has lived in Kalamazoo since his graduation.

JEREMIAH J. SWEENEY, BBA '60, manages the corporate risk management program for a fleet of 450 vessels, for Crowley Maritime Corp. in San Francisco. He is the CFO of Captive Co., Beacon

Insurance Co., and is responsible for all lines claims, accounting and finance, and data processing. He belongs to the Naval Reserve Unit in San Diego, and is vice president of the Golden Gate Chapter of U-M Alumni Association, as well as past president of the Eighth District Alumni Association. Jeremiah is active in Chartered Property/Casualty Underwriters Association for Systems Management Navy League, and enjoys running five miles each day. He and his wife live in San Rafael, Calif.

TERRENCE P. PICKET, BBA '60, is the audit director for the U.S. Army Audit Agency's midwestern district, based in Indianapolis. He was the 1980-81 president of the Indianapolis chapter of the Association of Government Accountants.

'61 WILLIAM J. SIKKenga, BBA '61, received his law degree in 1965. After many years in the office of the general counsel of Ford Motor Company in Dearborn, he was appointed tax counsel of Armco Inc. in October, 1980. At the time of his appointment at Armco, he was Ford's supervisory tax attorney. William works in Armco's general office in Middletown, Ohio. He is married to Sheila I. Sikkenga, BA '61.

ROGER W. KALLOCK, MBA '61, is the director and co-founder of Cleveland Consulting Associates. In October, 1981, he was elected to the office of second vice president of the National Council of Physical Distribution Management (NCPDM). He has been involved in NCPDM activities for several years, and he has served as a speaker at several roundtable meetings and at various NCPDM annual conferences, as well as conducting several workshops for the organization. Roger is a past president of NCPDM's Cleveland Distribution Roundtable. NCPDM is a professional organization of some 3300 distribution management personnel who are located all over the world. Its purpose is to foster self-development of the skills of its individual members and to increase recognition by top management of the importance of the physical distribution function in the conduct of business. "Physical distribution" is the term employed in manufacturing and commerce to describe the broad range of activities involved in planning, implementing and controlling the efficient flow of raw materials, in-process inventory and finished goods from point of origin to the point of consumption. These activities may include, but are not limited to, customer service, demand forecasting, distribution communications, inventory control, material handling,

order processing, parts and service support, plant and warehouse site selection, procurement, packaging, return goods handling, salvage and scrap disposal, traffic and transportation, and warehousing and storage. Prior to co-founding Cleveland Consulting Associates, Roger held a variety of distribution management positions at Procter & Gamble and served as a principal for the consulting firm of A. T. Kearny, Inc.

PETER J. CHRIST, MBA '61, is a general agent for the marketing division of Massachusetts Mutual Life Insurance of Battle Creek, Mich. He is currently serving as secretary-treasurer of the company's general agents association.

WILLIAM W. GRAFTON, MBA '61, has been a stockbroker with Bache Halseg Stuart Shields Inc. of Columbus, Ohio, since 1966. He is the vice president of the investments division.

'62 ALAN P. BRESNICK, BBA '60, MBA '62, was recently appointed senior vice president of finance and administration of Purity Supreme Inc. of North Billerica, Mass., after 12 years with the company as president of the drug store division and corporate treasurer. He was also recently appointed trustee of Kennedy Memorial Hospital for Children. Alan and his wife live in Wellesley, Mass.

JOHN W. BROAD, BBA '61, MBA '62, is the president of Broad Corporation of River Rouge, Mich., which specializes in industrial structural steel construction. Sales are \$17 million, John reports, and there are approximately 250 employees. "Our work is in the U.S. and Canada," he writes, "and our plants are located in River Rouge, Melvindale and Plymouth, Mich." He is past president and on the board of the Great Lakes Fabricators & Erectors Association and is on the board of directors of the National Erectors Association. His company is currently renovating a former junior high school in Allen Park, Mich., for the corporate offices.

FRED J. DERIENZO, BBA '61, MBA '62, is now executive vice president and senior loan officer for Pacific National Bank, of Newport Beach, Calif., which opened in July, 1981. Fred and his wife, Geraldine, live in Fountain Valley, Calif.

MARY F. ROBEK, MBA '62, is a professor of administration services and business education at Eastern Michigan University in Ypsilanti, Mich. She is also president of the Institute of Certified Records Managers, and co-author of *Information*

and Records Management, second edition, published by Glencoe Publishing Co. of Encino, Calif., in 1981.

DAVID A. WILSON, MBA '62, is executive director of the Institute of Chartered Accountants of Ontario and works in Toronto, Canada. "Canadian CAs are the same as U.S. CPAs," David writes. "I am an FCA, a fellow of the Institute. I came to this position three years ago after 11 years at the University of Windsor's faculty of business administration, where for the last five years of those years I was a full professor and chairman of the accounting area."

'63 JOEL DAVID TAUBER, BBA '56, MBA '63, is the president of Key International Manufacturing, Inc. of Southfield, Mich. He acquired the former Bohack stores and changed the name to Key International Manufacturing, Inc. which is now a public company. Joel makes his home in West Bloomfield, Mich.

ROBERT J. LUTER, MBA '63, is the manager of the Detroit office of Source Finance, the largest and fastest growing placement service in America specializing solely in accounting and financial personnel. He has four children, two of whom are students at the U. of M. Robert and his wife live in Clarkston, Mich.

'64 FRANK M. SAFRAN, BBA '64, is the vice president for sales and marketing of Clark Franklin Kingston Press, a company which he joined in March 1981. He and his wife live in New Canaan, Conn.; they co-founded the U. of M. Alumni Club of Southern Fairfield County.

WILLIAM C. MAIR, BBA '63, MBA '64, is a partner in the accounting and auditing firm of Touche Ross & Co. of Detroit. He was recently named national service line director for Computer Control Consulting. William and his wife, Barbara, live in West Bloomfield, Mich.

THOMAS B. FLATLAND, BBA '63, MBA '64, is a principal in the new firm of Flatland, Hinners & Company of Northfield, Ill. The firm specializes in helping Midwestern cities and other tax-exempt bond issuers finance their projects. Thomas formerly was a senior officer at Clayton Brown & Associates Inc., a nationally known municipal investment firm headquartered in Chicago. Thomas has personally supervised more than \$500 million in tax-exempt financing. A member of the Municipal Analysts Society of Chicago, he has lectured on public finance to graduate students and to mortgage bankers.

BERNARD LIS, MBA '64, is the president of Computers Five, Inc. of Oak Park, Mich. Now in its seventh year of operations, the company has just expanded from doing processing in batch mode to time-sharing services and marketing of Honeywell level 6 mini-computers, and Texas Instruments terminals. One of Bernard's three sons, Lance Michael Lis, is now a student at U. of M.

JON LAVERN EDWARDS, MBA '64, is the vice president for sales with Edwards Industrial Sales, Inc. of Kalamazoo, Mich. He writes, "After four years with IBM and ten years in Manhattan (primarily with Jennison Associates Capital Corp., a New York City investment advisory firm), I've arrived back in Kalamazoo and the family business. The first six months have been great!"

YOSHIKAZU MARAI, MBA '64, is a vice president and management consultant with Fuji National City Consulting, Ltd. (FNCC). Yoshikazu writes, "FNCC is a joint-venture consulting firm between Citibank N.A. in the U.S. and Fuji Bank in Japan. I have been with this firm for 11 years since its foundation. One of the recent features of consulting needs for U.S. multi-national companies is business tie-up studies and negotiations with leading Japanese companies in the U.S. market. In the 1970s, most consulting projects for U.S. firms were related to business entry or development in the Japanese market." Yoshikazu works in Tokyo.

JAMES C. WORDEN, MBA '64, is the general manager of Kastlebrook Inc. of Phoenix, Ariz. He opened his first printing operation in Phoenix in 1976, and just opened a second Phoenix location in March 1981. Prior to '76, he worked at Coca Cola and Coca Cola foods division in Boston, Milwaukee, San Francisco and Houston as operations analyst, market research analyst, brand research manager and product manager. He spent one year in Washington, D.C., as director of marketing research for the Glass Container Manufacturers Institute.

'65 DOUGLAS G. ELDRIDGE, BBA '65, was recently promoted to Southern California district manager for Control Data Corporation of Los Angeles. He has 12 people reporting to him, with a 1981 quota of \$3.6 million. Douglas lives in Torrance, Calif.

JEFFREY W. SHOPOFF, BBA '65, joined the San Francisco law firm of Feldman, Waldman & Kline in 1970 after graduating from U. of M. law school in 1969. He became a managing partner in

1980, with an emphasis on commercial litigation. He and his wife live in San Francisco and have two children, Catherine (age 4) and Gregory (2).

STEPHEN P. BLANDING, BBA '63, MBA '65, is president of Stephen P. Blanding Accountancy Corp. of Walnut Creek, Calif. He is also part-owner and officer of Blanding Buchanan Ricart & Maze, CPAs; Allied Manufacturing Corp. of Benicia, Calif.; Allied Exhaust Systems Inc. of Los Angeles; and Levin's House of Automotive in Hayward, Calif. Stephen and his wife, Mayno, have seven children, ranging in age from six months to 15 years.

DONNA J. HAVEN, BBA '64, MBA '65, is on the faculty of Oakland Community College in Farmington Hills, Mich., where she teaches accounting. She is a CPA.

RICHARD E. LANE, MBA '65, is a hospital administrator at McPherson Community Health Center Hospital in Howell, Mich. He was recently advanced to fellowship status in the American College of Hospital Administrators (ACHA) at its 47th annual convocation ceremony held in Philadelphia. The ACHA is the Chicago-based national professional society of more than 15,000 chief executive officers and their administrative staffs managing hospitals and other related health services, organizations and agencies in the U.S. and Canada. Health-care executives who are members of the professional college must serve three progressive levels: nominee, followed by membership, before being eligible to attain the highest level of fellow. Requirements for advancing include the successful completion of a six-hour written test, subsequent oral exams and submission of written case studies. Only 20 percent of the ACHA membership successfully advances to fellowship. Richard's health-service career has been entirely in Michigan. After graduation from U-M, he served in various hospital administrative capacities in Kalamazoo, Benton Harbor and Battle Creek before going to Livingston County in 1972 to serve as administrator at McPherson. Richard is active at state and regional levels of health-care organizations. He is currently chairman of the shared-services committee of the Michigan Hospital Association, and serves the Greater Detroit Area Hospital Council as trustee and as a member of its executive, planning and hospital affairs committees. He is also trustee of the Howell-area allocation committee of the Livingston County United Fund.

GORDON C. O'BRIEN, MBA '65, is vice president in charge of personnel for American Express Co. of New York City. He joined American Express in 1972 after six years with PPG Industries. He was vice president for personnel (travel division) there from 1974-79, then became vice president in the corporate office in '79. He has two children, Christopher (age 18) and Devon (14).

STEPHEN H. FRANKEL, MAS '65, was promoted in 1980 to the position of senior actuary for Northwestern Mutual Life Insurance Co. of Milwaukee. He is involved in product development and the establishment of subsidiaries for the corporate market.

'66 CECE SMITH, BBA '66, became executive vice president for Searle Optical Group of Dallas, on March 2, 1981. Searle's primary U.S. operations include 400 Pearle Vision Centers. Cece's responsibilities include strategic planning, all finance and administrative functions and all non-optical operations. Cece was previously executive vice president of Steak and Ale Restaurants of America, Inc.

EDWARD R. JARCHOW, BBA '65, MBA '66, was recently elected treasurer of Barton-Malow Company of Detroit. He joined the company in 1981 as controller. Barton-Malow was founded in 1924 in Detroit, and serves midwest and eastern states with general contract, construction management and program management services. The company leads all Michigan and Minnesota based construction contractors according to the 18th annual Engineering News-Record report of largest U.S. firms in 1980. Barton-Malow is the only firm in the U.S. which achieved top-25 ranking without the benefit of foreign volume. Edward is a CPA and has an extensive financial management background which includes major executive positions with Ford Motor Company, Ford Motor Land Development Corporation and the Renaissance Center Partnership, Detroit Downtown Development Corporation. As supervisor of North American audit operations for Ford, he was responsible for internal audits, program and personnel development, business practices surveys and special projects. Edward served in the U.S. Air Force and was a member of the Air Force active reserves. He is a member of the Michigan Association of Certified Public Accountants, American Institute of Certified Public Accountants and Institute of Internal Auditors.

MARLIN H. PEMBERTON, BBA '65, MBA '66, is executive vice president of Genova,

Inc., of Davison, Mich. He has been with Genova, a plastic building product manufacturer, since 1978. Prior to Genova, Marlin was employed by Arthur Andersen from 1966 to 1978, working both in Detroit and Stockholm, Sweden. Marlin and his wife live in Grand Blanc, Mich.

MARK R. VOIGHT, BBA '65, MBA '66, is director of the tax division of Fruehauf Corp. of Detroit. He was recently nominated as president of the Detroit chapter of Tax Executives Institute, Inc., an organization which he previously served as executive vice president. Mark and his wife, Diane, live in Troy, Mich.

CHARLES C. MICHAEL, JR., MBA '66, has been appointed finance manager of General Motors de Mexico, effective November 1, 1981. His wife, Sharon, and two children, Debbie and Mike, moved to Mexico City in January, '82 to join him.

JOHN F. MONOKY, JR., MBA '66, is an associate professor of marketing at the University of Toledo, Ohio.

GERALD M. SHANKEL, MBA '66, was recently promoted to the position of managing director of finance and administration of the Society of Manufacturing Engineers (SME). The professional engineering society is dedicated to increasing manufacturing productivity through continuing education of engineers, and this year marked a half-century of service to the manufacturing community. SME's Dearborn staff now numbers 220 persons, serving a membership of over 62,000 in 60 countries. In his new position, Gerald will oversee nine departments: accounting, building services, data processing, graphic arts, purchasing, printing and office services, file maintenance, word processing, and the Manufacturing Engineering Education Foundation. Jerry came to SME in 1968 as accounting manager, in 1972 was named assistant controller, and a year later, controller and director of finance, his position until the present. He is treasurer of the Council of Engineering and Scientific Society Executives and a member of the Detroit chapter of the National Association of Accountants.

'67 VICTOR S. PAISLEY, BBA '67, is a lawyer in Toronto, Ontario, Canada, as well as chairman of the Canadian Bar Association's national civil liberties section. He is also a member of the executive committee of the CBA's Ontario branch, and past chairman of the CBA's Ontario branch of the criminal law

section. He practices criminal law in Toronto, and is director of the Advocates' Society there.

PAUL SHELDON FOOTE, BBA '67, is an associate professor at Saginaw Valley State College. He is president of The Computer Cooperative, Inc., and president of The Apple Lug, Inc., a club for Apple computer owners in the Greater Lansing area. Paul lives in East Lansing, Mich.

PHILIP G. MEYER, BBA '67, is an attorney of counsel to Rodgers and Gantz of Dearborn, Mich. He was an adjunct professor of admiralty law at the University of Detroit School of Law in 1979, and vice chairman of the admiralty law committee of the State Bar of Michigan, 1978-79. Since 1970, he has been on the committee of rules and procedure section of the insurance, negligence and compensation law of the American Bar Association. Philip and his wife, Sylvia, live in Southfield, Mich.

PAUL V. LYONS, BBA '66, MBA '67, was elected president of The Trailer Company of Brandon, Fla., in March, 1981.

WILLIAM JEFFERY III, BBA '66, MBA '67, ("Jeff") is vice president for trust investments for California First Bank; he has been with the bank for 13 years. His father, Bill Jeffery, was one of the first trust officers in San Diego and helped establish the bank's enviable trust investment reputation during his 40 years with the bank. Before joining the investment division, "Jeff" was involved with trust administration and business development. Since joining the bank, he has graduated from the Pacific Coast Banking School at the University of Washington. Last summer, he attended the prestigious investment management workshop at Princeton University for the top investment managers in the country. More recently he has visited Japan and Hong Kong looking into the potential for international investments. When winter comes, William and his wife, Kristin, head for the ski slopes. In summer, it's tennis and jogging. These soon will become family activities with six-year-old Scott and five-year-old twins, Stephen and David.

WALTER HIRSCHBERG, JR., MBA '67, writes, "I am now an investment officer at St. Louis (Mo.) Union Trust Company. I have just completed all the qualifying exams for chartered financial analyst and am now a member of that society." Walter lives in Creve Coeur, Mo.

ARNOLD VANZANTEN, MBA '67, was recently named assistant vice president of communications and information services for Michigan Wisconsin Pipe Line Company, the interstate natural gas transmission subsidiary of American Natural Resources Company (ANR). He joined ANR system in 1977 as director of information systems for Michigan Wisconsin. Prior to joining Michigan Wisconsin, he served as manager of the administrative services department of Arthur Andersen & Co. in Detroit, and as an instructor at Wayne County Community College. Arnold is a member of the Grosse Ile Public Works Commission, the annual fund advisory committee of the University of Michigan's Dearborn campus, and the United Foundation allocation and review panel. He, his wife Gail, and their two children live on Grosse Ile.

KEN ALAN SCHECHTER, MBA '67, writes, "I have recently been promoted to commander in the U.S. Navy Supply Corps. After spending the past year in Sardinia, Italy, aboard a submarine tender, I was transferred to a joint command at Oakland Army Base. I am in charge of military surface shipments through the West Coast, monitoring their movement on military and commercial ocean vessels."

BURTON N. MATROSS, MBA '67, is a logistics forecasting administrator for General Electric in Lynn, Mass. He also teaches in the evening program at Northeastern University. He and his wife Donna have two children, a boy and a girl, ages 5½ and six months. The Matross family lives in Peabody, Mass.

VINCENT F. CLEMENTE, MBA '67, is a special agent supervisor for the Pennsylvania Crime Commission in St. Davids, Pa. He retired from the U.S. Navy in 1975 as a commander, and received his CPA certificate from Pennsylvania in '78.

HERBERT R. BLACK, JR., MBA '67, is a special agent in the insurance agency of Northwestern Mutual Life in Ann Arbor. He is currently president of the Washtenaw Association of Life Underwriters and past member of the Washtenaw campaign cabinet of United Way. In addition, he has served as tournament director of the Life Underwriters Association's Mott Children's Hospital Golf Classic for the past four years.

'68 CLARENCE H. BAKER, BBA '68, is a real estate appraiser with



A forum on corporate financial services was held at the Business School in March sponsored by the Finance Club. Pictured above are the participants in the forum, (left to right), Business School student Steve Blondy; Dale F. Bizily, MBA '69, vice president of Bankers Trust Company; Gary T. Walther, MBA '63, managing director of Warburg Paribas Becker; and Frank M. Weisser, MBA '74, vice president of Merrill Lynch White Weld Capital Markets Group. After the speakers were introduced, they answered questions from students for about an hour and a half. A reception followed. The next day, another panel discussed sales and trading in capital money markets. Participants in that were Jerry Wigdortz, MBA '72, money market product sales manager for Salomon Brothers, and Ken Urban, MBA '74, who is in corporate bond sales for Morgan Stanley.

Baker's Appraisal Service of Jackson, Mich., and a residential member of the American Institute of Real Estate Appraisers. He and his wife live in Jackson, Mich.

PAUL A. CAMPBELL, BBA '61, MAS '68, is director of strategic planning for Management Consulting Services of Farmington, Conn. From 1977 to 1980, he directed the international benefits and compensations consulting division of Coopers & Lybrand, and published a survey of termination indemnity laws in foreign countries. Since early 1980, Paul has provided marketing strategic planning services for life insurance companies which are members of L.I.M.R.A. His recent publications include a study of the future of the industry's distribution system and an analysis of the United Kingdom's life insurance industry. He has been a fellow of the Society of Actuaries since 1967. Paul and his wife live in Granby, Conn.

NIGEL S. HILLS, MBA '68, is regional director of sales in Europe for Chrysler Corporation's overseas sales operations. Since leaving Ann Arbor, Nigel worked for Chrysler in Detroit (1968), Sydney, Australia (1969-70), Pretoria, South

Africa (1970-73), London, England (1973-75), Nivelles, Belgium (1975-79) and is now back in London. He is currently responsible for the introduction of a new generation of front-wheel drive products in Europe.

DAVID G. ARSCOTT, MBA '68, works in the finance division of Arscott Norton & Associates of San Francisco, which is a venture capital investment company specializing in starting and expanding high technology companies. David was formerly with Citicorp Venture Capital Ltd.

'69 RONALD A. JOHNSON, BBA '69, is a sales manager in the marketing area of Burlington Industries in New York City. He received his MBA in Dec., 1980 from Fairleigh Dickinson University in New Jersey. Ronald and his wife live in Cresskill, N.J.

MARK ANTHONY MROZEK, BBA '69, was recently appointed vice president at Mercy Hospital Medical Center in Des Moines, Iowa. He was previously an assistant vice president at Mt. Sinai Hospital in Milwaukee.

MARVIN "SKIP" SCHOENHALS, BBA '69, was recently appointed president and D.E.O.

of The Brighton State Bank, Brighton, Mich. Marvin had been executive vice president of the Pacesetter Bank and Trust of Owosso, Mich. He graduated with distinction from U-M, then received his MBA in money and banking from the Wharton School of Finance at the University of Pennsylvania. He served as the mayor of the City of Owosso from 1979 until he resigned to accept the new position in Brighton. Marvin is also past president of the Owosso Rotary Club, former director of ACKO Services, Inc. (a non-profit organization for the handicapped), on the career advisory council for the Owosso schools and past president of the Owosso City Club. The Brighton State Bank is a member of the Pacesetter Financial Corporation, a billion-dollar bank holding company with ten affiliate banks in Michigan.

MARC S. SHERMAN, BBA '69, is a managing partner of Wilsher Partners, and a managing partner of Industrial Traders, a dealer firm in metals and financial instruments. He is married and has a son, Zachary David Sherman.

CHARLES W. BINDER, MBA '69, writes, "In early 1975, I purchased a membership on the Chicago Board Options Exchange and became self-employed as a market maker, trading for my own account only. Lately I have been trading primarily IBM stock options. Prior to becoming a member of the CBOE, I was employed as a securities analyst for the Harris Trust and Savings Bank and the Harris Group investment counseling firm in Chicago. I reside currently in the Lincoln Park area of Chicago."

ROBERT H. GRUHL, MBA '69, is assistant vice president and director of corporate research and planning of Liberty Mutual Insurance Co. of Boston. He and his wife live in Marblehead, Mass.

OLIN R. JENNINGS, MBA '69, was elected vice president for corporate development at the J.M. Huber Corporation in Edison, N.J. The company is a privately held diversified natural resources company. Olin and his wife live in Chatham Township, N.J.

YOSHIMARO ITO, MBA '69, is section manager for Kanegafuchi Chemical Co. Ltd. in Osaka, Japan. Yoshimaro writes, "My job is planning and control in the food division. Main activities of the division are the manufacture and sale of margarine, shortening and yeast for bakers, and whipped cream for confectioneries. In these two years, I have been concentrating on building up a nation-wide sales network for our product. Two years ago, I launched two

sales companies. This year we will create one more sales company."

FRANK ALBERT RITCHIE, MBA '69, retired in August 1979 from Ford Motor Co., where he served as plant manager for the Livonia (Mich.) transmission plant. He lives in Northville, Mich.

'70 AARON B. RIVES, BBA '70, is a doctor of podiatric medicine and writes that he is opening a new office (which has a fully equipped operating room) on King Road in Riverview, Mich. He and his wife live in Southfield.

ALAN C. JOHNSON, BBA '70, says, "I currently hold the position of European controller for the Detroit-based Federal-Mogul Corporation, and am responsible for financial operations in Europe, Africa, the Middle East, and the Far East. Prior to this I was controller of the precision forged products division of Federal-Mogul." Alan and his wife, Christine, live in Farmington Hills, Mich.

WILLIAM M. BERG, BBA '70, received his MBA in 1980 from DePaul University "After two years with Standard Brands, Inc.," he writes, "I have made the move to my own business in Evanston, Ill., as a special agent with the Northwestern Mutual Life Insurance Company. I will be specializing in the areas of personal and business estate planning."

MICHAEL E. NOVAK, BBA '69, MBA '70, is executive vice president of Ross Systems, Inc. of San Francisco. He writes, "I moved out to San Francisco upon graduation in 1970, and joined Ross Systems in 1973. The company has maintained an annual 75% growth rate since I joined it, and now has offices throughout California and Texas, with further expansion planned. We specialize in financial systems consulting and computer services to high technology companies and financial institutions."

CHARLES W. LANE, MBA '70, is a product development engineer for Ford Motor Co. in Livonia, Mich. He also recently formed his own business as an independent distributor of Shaklee and Sasco products. Shaklee markets nutritional, household and personal care products and Sasco markets natural and organic products for the skin and hair.

'71 MATTHEW A. MENDRYGAL, BBA '71, received his MBA from MSU in 1973. He is an audit manager for Arthur Young & Company in Detroit. He and his wife, Karen, live in Dearborn Heights, Mich.

DONALD VLECK JR., BBA '71, was recently promoted to vice president of Domino's Pizza, Inc., world's largest pizza delivery chain. He joined Domino's in 1978 as president of Domino's National Commissary Corp., a wholly-owned subsidiary, supplying Domino's pizza stores with food and equipment supplies. This division has expanded from \$4.8 million in '78 to \$33 million in '81, and their number of operating units has increased from seven to twenty-one.

THOMAS PETER KURLAK, BBA '69, MBA '71, is vice president in the research analyst division of Merrill Lynch in New York, N.Y. He has appeared on "Wall Street Perspective" on Channel 56 in New York discussing the outlook for electronic stocks. "I have been widely quoted in business journals, papers and periodicals for work done on the computer-aided design and manufacturing industry," he writes. He was selected as a member of the *Institutional Investor's* 1980 All-American Research Team. "My career objective upon entering the investment business was to become recognized as a 'money-maker' in aggressive stocks but also to be considered a reputable source of quality industry and company research," he continues. "The past two years at ML have begun to establish my reputation. Longer term, I would like to manage a large institutional portfolio of aggressive stocks with an emphasis on technology." He lives in Chatham, N.J.

ROBERT ALAN GLICK, MBA '71, is president of Bobbi Gee Inc. of Cleveland. He and his wife have a son, Marc Andrew, who was born Aug. 15, 1981. The Glick family lives in Shaker Heights, Ohio.

DAVID E. POLITZINER, MBA '71, writes, "After graduation from U. of M., I worked for Coopers & Lybrand in New York City for three years, then joined the CPA firm of Amper Politziner & Mattia in 1974 and became the managing partner of our Flemington office in '77." His wife, Alison, is a psychiatric social worker. She worked at the Rutgers University Mental Health Clinic until the birth of their son, Sammy, who is now four years old.

TED LANDERS, MBA '71, writes, "I was born again in 1976 and everything has prospered greatly since that time. I started Perennial Energy Inc. in Dora, Mo., in Jan. 1980 and it now has six employees. We are designing and building co-generation equipment, methane and alcohol production equipment and bio-mass combustion hardware."

BARRY P. LITWIN, MBA '71, is head of the lending division of the First National Bank of Chicago, which handles consumer product companies — both food and non-food, Barry says. He has been a member of the financial management committee of the American Apparel Manufacturers Association since 1975. He and his wife, Barbara, live in Glencoe, Ill.

ROBERT BATES, JR., MBA '71, is a field manager in the marketing division of Ford Motor Company in Wixom, Mich. He is also a Dale Carnegie public speaking and human relations instructor. He and his wife live in Ann Arbor.

JACQUES D. PIRLET, MBA '71, is the general manager of ETS Lempereur Kennametal France, which is a branch of Kennametal Inc. of Latrobe, Pa. He and his wife, Anne de Fresart, live in Belgium.

'72 LYNN ANTHONY LEBLANC, BBA '72, is a high school English teacher for Wayne-Westland Community Schools. "At Michigan," he writes, "I majored in both business administration and English and chose to teach English after graduation. Despite having taught at John Glenn High School for eight years, I currently face lay-off as a result of declining enrollment in the school district. So, if you hear of any job openings for a man with a BBA who taught advanced composition and advanced grammar for nearly a decade, please give them my name!" Lynn and his wife live in Dearborn, Mich.

EUGENE PAUL RODGERS, MBA '72, a product systems manager for General Motors Corporation in Detroit, received a 25-year service award in 1980 from GM. "I am the marketing/merchandising manager for AC oil and air filters to the independent automotive aftermarket," he writes. "I have had this position for the past four years."

DAVID DALE SCHOFF, MBA '72, opened an office in June 1980 for INPUT, a consulting and market research firm based in Palo Alto, Calif. He and his wife, Diane, live in Pacific Palisades, Calif.

HSIEN YING NIU, MBA '72, recently accepted the position of group leader for Betz Laboratories in Texas. He previously worked for BASF Wyandotte Corp. in Wyandotte, Mich.

PAUL E. WEAVER, MBA '72, was promoted to partner of Price Waterhouse & Co. of New York effective July 1, 1981, and was transferred to Stamford, Conn., at that time.

PIERRE H. SICE, MBA '72, is currently vice president and treasurer of MAI International Corporation where he is responsible for corporate financial activities, human resources, international taxes, insurance and administration. MAI International Corporation, with revenues of \$158 million in 1981 (FYE 9/30/81) markets and services outside the U.S. small business computer and wordprocessing systems, manufactured by The Basic Four Information Systems division of Management Assistance Inc. (MAI), the parent of MAI International Corporation. MAI, listed on the NYSE, had revenues of \$330 million in 1981. Pierre and his family live in Orange, Calif.

PHILLIP HARRINGTON, MBA '72, is a program manager for the U.S. Navy. His current job entails establishing a standard automated financial system for 14 Navy industrially funded research and development activities.

'73 KRIS GEORGE ANDERSON, BBA '73, received his MBA from Michigan State University, and has been a stockbroker with Thomson McKinnon Securities, Inc. at their branch office in Grand Rapids, Mich. for the past 3 years. Before that, he spent five years with David Laboratory, Inc., also in Grand Rapids, as their sales and advertising manager. Kris is married to Teresa Ann Grasiwicz; they have two children, Ethan, who is five years old, and April, who is one and a half.

CARL HOLLAND, BBA '73, is an auditor for Standard Oil Co. of California. He works in San Francisco and lives in Oakland. He says, "Effective Nov. 1, 1981, I was transferred to the corporation's audit staff for non-petroleum domestic operating companies. The staff's responsibilities also include all engineering and construction projects, resources and alternate energy companies, and research facilities." Carl's prior assignments have included — supervisor of the corporation's accounting data control; supervisor of the corporation's central payroll accounting; supervisor of general services of Chevron Chemical Company; and cost analyzer for Chevron Chemical's industrial chemical division.

JOHN MILTON STEPHENSON, BBA '73, has been promoted to the position of vice president for internal audit for American Federal Savings and Loan in Southfield, Mich. John and his wife, Carol, live in Wyandotte, Mich.

DAVID M. CHEGER, BBA '73, is the president of Floor-Covering Associates

Inc. of Bloomington, Ill., which he incorporated on March 17, 1977. The new facility is personally owned, and covers 7200 square feet. "Our sales are now in excess of \$1 million per year," David writes. "We deal in contract, commercial and residential floor covering." David and his wife, Francine, live in Bloomington.

DAVID LEE DOBBINS, MBA '73, is the vice president and chief financial officer of National Capital Corp. in Tucson, Ariz., and was recently selected by Rotary International to go to Norway for a five-week study exchange.

JOSEPH DAVID SMITH, MBA '73, worked for the Pillsbury Company from 1973 to October 1979, at which time he began his present position as the vice president of human resources for Jen's Inc., a food manufacturer in Duluth, Minn.

NOBUYUKI BABA, MBA '73, is a product manager for Pfizer International Inc. in New York City. He plans to remain in New York until the end of 1982, at which time he will return to Japan.

DEAN HUNT, MBA '73, is an assistant purchasing manager of FMC in San Jose, Calif. Prior to his current job, he was assistant to the plant manager from 1979 to 1981. Other assignments included program manager for two years and cost control supervisor for two years. Dean is married and has three boys, aged nine, six and four.

RAY SAREERAM, MBA '73, is a captain in the logistics management area of the U.S. Navy, and is stationed in Subic Bay, Philippines. Capt. Sareeram's primary role is providing logistic support to naval ships operating in the Indian Ocean.

DAVID KAUFMANN, MBA '73, started a CPA practice in Denver in December 1980. He offers services in tax and brokerage accounting.

FRANCOIS J. GROSSAS, MBA '73, is vice president of Chase Manhattan Bank in New York City. He joined Chase in Paris, France, in October 1973 and spent a year in Paris as a trainee before coming to New York in 1974. In '76, he left for a lending assignment in Brussels, Belgium, then returned to New York in '79. Francois lives in Short Hills, N.J., with his wife, Marie Des Neiges.

THIERRY VOIRIOT, MBA '73, writes, "After having worked for several U.S. firms in Europe, I have joined Renault at their headquarters in Paris as a special projects man in the central group of the automobile division. A return to the U.S. may be in the cards since Renault

purchased a majority interest in American Motors." Thierry lives in Paris with his wife, Agnes.

'74 STEPHEN BOLERJACK, BBA '74, received his law degree from the U-M law school in 1977. He is a staff attorney for the Ford Motor Company in Dearborn, Mich., and lives in Canton, Mich.

EDWARD P. LEMKE, BBA '74, is an assistant treasurer for Petrotech Inc. of St. Clair, Mich. He writes, "Upon graduation from U. of M.-Dearborn in August of 1974, I was employed by Touch Ross & Co. in Detroit. My employment with Touch Ross lasted 4½ years, during which time I became a CPA. In May, 1979, I left Touch Ross to become controller for Petrotech, Inc., a small, independent oil and gas exploration company and since then have been promoted to assistant treasurer."

STEPHEN L. FINCH, BBA '74, has joined the firm of Arthur Young & Co. in Detroit, working in the area of health care audit and financial management services. Previously he was assistant administrator of finance at a hospital in Battle Creek, Mich. He says he is very pleased to return to Detroit and refresh old U. of M. friendships. Steven and his wife, Sachiko, live in Farmington Hills, Mich.

GARY L. SHAW, BBA '74, is the executive vice president of Dallas Systems Corp., a computer software company he co-founded after 15 years in systems development.

ALBERT D. SPALDING, JR., BBA '74, has joined the total personal financial planning department of Plante & Moran, CPAs of Southfield, the largest independent accounting firm in Michigan. Albert, who went on to George Washington University to obtain his juris doctor and MBA degrees, is a former IRS agent and tax law specialist at the IRS national office. He is now engaged in personal financial planning, tax and estate planning, and tax shelter analysis and planning. Plante & Moran recently opened an office in Ann Arbor, and Albert will be spending more time nearer his alma mater in the months ahead.

JAMES ALLARD, BBA '74, is a partner at Dorfman Morof Sheplow Weinstein & Co., CPAs, of Oak Park, Mich.; he attained his current status of partner on Feb. 1, 1982. He began with the company March 15, 1976. James is married and has a daughter, Nicole, and a son, William.

BRIAN ZEMACH, BBA '72, MBA '74, writes, "I joined Bank of America NT & SA, on

Feb. 13, 1981, to do consulting for bank customers in the area of international treasury and finance. Prior to this, I spent 4½ years at Fiat-Allis Construction Machinery, Inc., where I was assistant treasurer with responsibility for banking relations, financial planning and cash management." Brian lives and works in Chicago.

DAVID BAERNCOPF, JR., MBA '74, is manager of management systems for Burroughs Corporation in Mission Viejo, Calif. "Management systems involves systems analysis and programming for internal business applications," he writes. "I was an analyst on the corporate staff at world headquarters in Detroit, followed by a job as analyst of financial systems at Wayne Plant in Wayne, Mich., before relocating to Mission Viejo. My wife, 11-year-old son and I live in Mission Viejo."

HOWARD R. COOPER, MBA '74, is marketing manager of the lawn and garden division of Textron in Charlotte, N.C. He recently transferred from Jacobsen Div. of Textron in Racine, Wisc. to Homelite Div. of Textron.

RICHARD PARRY, MBA '74, is an investment officer for International Finance Corp. of the World Bank in Washington, D.C. "After living and working in France and enjoying the delight of Paris for the last two years," he says, "I decided to join the World Bank in Washington. It is an enormous change from working for a multinational corporation, but nevertheless run on the same principles of sound investment decisions and business judgment. It also is new for me in that I have never worked with so many MBAs in all my life — they are *very* thick on the ground which all makes for an interesting life!"

JOSEPH E. SHIPLEY, MBA '74, writes, "After graduation, I worked in Albuquerque, N.M., as a homebuilder and then chief engineer for the Bellamah Corporation in the development of residential subdivisions. As Bellamah expanded into Arizona in 1978, I participated in the acquisition by Bellamah of Ponderosa Homes, Ariz. I started Bellamah's land division in Arizona, then went to work for Continental Homes, the largest Arizona homebuilder (other than Del Webb) as director of development of a 2,670 acre-new town. In 1980 I formed the Land Development Group, Inc., to serve as consultants to the real estate industry, syndicate properties, develop lots for home builders, and annex, zone, and develop properties for our own account. I am a certified flight instructor, am working on my instrument instructor

rating, and fly charter trips in the Southwest." Joseph works in Tempe, Ariz., and lives in Mesa, Ariz.

RAYMOND E. SMOLENSKI, MBA '74, writes, "I am a vice-presidential assistant with Sensormatic Electronics Corporation, the world's leading producer of electronic article surveillance systems used by retailers to control shoplifting. My functional responsibilities involve new product development and corporate planning. I have been a resident of Fort Lauderdale, Fla., for the past five years."

MICHAEL DONALDSON, MBA '74, is an international financial analyst for Ford Motor Company in Dearborn, Mich. He was recently transferred from the general services division to corporate finance staff, treasurer's office. He lives in Canton, Mich.

JEFFREY DICKSON, MBA '74, is an operations manager and vice president for Tom Ryan Distributing Co. Inc. in Flint, Mich., which is a family-owned distributor of Anheuser-Busch beers, and which has sales of \$10 million a year. Jeffrey is on the U. of M. board of governors, and a member of the U. of M. alumni club's Flint chapter. He serves on the entertainment committee of the Flint Golf Club, and is a member of the Greater Flint Ox Roast Committee. As of Feb. 6, 1981, Jeffrey is a new parent to his son, Jay Ryan Dickson. In addition, he is a member of the Michigan Beer and Wine Wholesalers Assn. and political action committee. His hobbies include watching U. of M. football and basketball, physical fitness, golf, blackjack, backgammon and Budweiser. He and his family live in Flushing, Mich.

STEVEN D. FRANKLIN, MBA '74, is second vice president of Continental Bank in Chicago. "After spending four years in Continental Bank units in Manila and Tokyo," he says, "I returned to Chicago last summer. My present responsibilities include business development with Asian correspondent banks and corporations located in the Midwest. My wife Cindy and I are the happy parents of Jeremy (age 2½) and Andrew (age 2 months)." The Franklins live in Buffalo Grove, Ill.

'75 PHILIP JAN LINER, BBA '75, is a finance and account personnel consultant for Grossman Vee & Associates in Southfield, Mich. He received his Michigan CPA in '79 and his CMA in '81.

DAVID RAYMOND BLANZ, BBA '75, is president of International Marine Contractors in San Francisco. "International Marine," he writes, "is

engaged in the brokerage and repair of yachts, commercial vessels and ships on the West Coast. I have in addition completed law school at the University of San Francisco School of Law. My plans are to continue to operate International Marine while engaged in the practice of admiralty and maritime law."

CHRISTOPHER KNAGGS, BBA '75, is presently serving as the head of the submarine material expediting team on the USS Sperry in San Diego, Calif. His previous tours consisted of supply officer on the fleet ballistic missile submarine USS Casimir Pulaski and as supervisor of the marketing and operations research sections of the Defense General Supply Center, Richmond, Va.

LOUIS ANGELO KIRCOS, BBA '75, has been employed by Coopers & Lybrand since October 1975 and is currently a general practice manager. He is also a member of the St. George Greek Orthodox Church of Southgate, Mich., and chairman of its financial committee. He works in Detroit and lives in Allen Park, Mich.

FRED THOMAS BARDEN, BBA '75, is owner of Vassar True Value Hardware in Vassar, Mich., having purchased the business in October, 1980. He had previously worked for G.M., J.C. Penney Co., Century 21 and Huggler Realty. He and his wife, co-owner of the business, have two sons, aged five and one.

LINDA JOYCE TORTORICE, BBA '75, is a personnel assistant for Consumers Power Company, Flint and has started studying law at Cooley Law School in Lansing, Mich.

ROBERT D. McTAGGART, BBA '75, graduated from Vanderbilt University's law school in Nashville, Tenn., in 1979. After working in Washington, D.C., he recently moved to Dallas, and writes, "I welcome calls or visits from any and all Michigan people."

DAVID SUSALLA, BBA '75, is now the controller for Hu-Friedy Manufacturing Co., Inc., a dental and medical instrument manufacturer in Chicago. He received his CPA while employed as an auditor in the Chicago office of Fox & Company. He holds the position of secretary for the U. of M. Club of Chicago and is a member of the board of directors of the National Association of Accountants, Chicago Chapter. He married Rosemary Egle, a '78 graduate of the U. of M. in economics and she is presently the manager of treasury services for Playboy Enterprises, Inc. They live in the "gold coast" area of

Earl Hamilton, Ph.D. '76, is now working for the Federal Reserve Board



The first black Ph.D. graduate of the Business School was Earl Hamilton, Ph.D. '76, who returned to campus this spring to be the featured speaker at the sixth annual Alumni Banquet of the Black Business Students Association. He is now assistant director in the Division of Federal Reserve Bank Operations in Washington, D.C.

After receiving his Ph.D., Earl went to Howard University for one year to develop a center for banking education under the sponsorship of the American Bankers Association.

After directing that program for one year, Earl moved on to the Federal Reserve Board where he was a senior operations analyst. There he helped do the research and develop proposals for pricing federal reserve services such as check collection and electronic fund transfer services offered to banks. This work eventually took

shape in the Depository Institution Deregulation and Monetary Control Act of 1980. Now Earl is involved in the implementation of the Act, which is being phased in over 8 years for non-members and 4 years for members.

Said Earl of his years at the University, "They were among the most fulfilling of my life. During those years I learned so much more than accounting, finance, and marketing. I learned that I would be successful at anything I tried if I wanted it badly enough. But my success has also been not only the result of my own efforts, but also of the collective efforts of many other people. My understanding of the efforts that others have made toward my success has generated in me a commitment to work to ensure that others will have the same, if not greater, opportunities than I have had."

Chicago and enjoy bicycling, golf and racquetball.

RICHARD WATSON, BBA '75, became president and treasurer of Burt Watson Chev-Pont Inc. in Freeland, Mich. in April 1979 following positions as business manager and sales manager. He lives in Saginaw, Mich.

HUGH GERALD HILTON, BBA '73, MBA '75, is assistant vice president and acquisition and marketing coordinator for Bank of America in San Francisco. He received his degree from the University of Colorado School of Law in 1979, and is a member of the Colorado Bar Association and the American Bar Association. He lives in Sausalito, Calif.

DAVID SALVETTE, MBA '75, is an assistant vice president for Southern National Bank in Houston. He moved to Texas from Rochester, Mich., in September, 1980, after spending five years with Detroit Bank & Trust. He is presently teaching a class entitled "Analyzing Financial Statements II" for the American Institute of Banking.

MITCHELL GOODKIN, MBA '75, is currently attending law school at Wayne State University in Detroit.

JOHN RAMER, MBA '75, has worked for B. F. Goodrich Company since his graduation. Following positions in strategic planning, controllership, and manufacturing management, he moved to Venezuela in February, 1981 as general manager of the BFG subsidiary there. B. F. Goodrich Chemical of Venezuela, C.A., is a producer of polyvinyl chloride compounds for consumption by Venezuelan firms in the production of plastic bottles and wire and cable.

'76 JOHN DENISON COOK, BBA '76, is an associate consultant with McKinsey & Company, Inc., of San Francisco. "Upon graduation with my BBA and BA from U. of M., I spent 2½ years in product management with the Proctor & Gamble Company in Cincinnati," he writes. "I attended the Harvard Business School, where I achieved first-year honors and was elected to the Century Club." John graduated from Harvard on June 4, 1981, and then joined McKinsey & Company in management consulting.

BRUCE ROBERT TAYLOR, BBA '76, graduated from Wayne State University medical school in June 1981. He lives in Grosse Pointe Farms, Mich.

RICHARD ANDREW STEVENS, BBA '76, is an attorney with Murphy, Burns & McInerney, P.C., in Grand Rapids, Mich. He graduated from the U. of M. law school in May '79.

GREGORY CONBOY, BBA '76, is an associate management analyst at Midwest Research Institute (MRI) in Minneapolis. He writes, "The work I do involves conducting business location and feasibility studies, and I am also currently working on a master's degree in architecture through educational extension at the University of Minnesota. The Conboys live in Robbinsdale, Minn.

GAYLE BETH TANENHAUS, BBA '76, is attending Wayne State University Law School in Detroit. She lives in Birmingham.

MICHAEL J. RONEY, BBA '76, is an international management trainee with Goodyear International Corp.'s tire and rubber company in Akron, Ohio. He received his MBA from U. of M. in May 1981, and now lives in Cuyahoga Falls, Ohio.

RUSSEL A. FINK, MBA '76, is an associate attorney with the law firm Butzel, Keidan, Simon, Myers & Graham in Detroit. He and his wife Melody have a daughter, Erin Nicole, born Jan. 8, 1981. The Finks live in Livonia, Mich.

LEONARD P. ROBERTS IV, MBA '76, is the general manager of the speed variator products operations division of General Electric Co. in Erie, Penn. He writes, "My business manufactures adjustable specs drives using power and signal electronics to control specs of AC or DC motors. We are actively looking for technically trained MBAs for key business positions. Our business is growing rapidly and there are outstanding possibilities for growth." Leonard lives with his wife and two children in Fairview, a suburb of Erie.

MICHAEL SORANNO, MBA '76, is a product manager for Michigan Bell Telephone of Detroit. He is responsible for introduction of new items in white and yellow pages of Bell telephone directories. Michael lives in Livonia.

CHARLES JOSEPH FELTSCHAU, MBA '76, was promoted in January 1981 to the position of Ford Motor Company's regional coordinator of sales operations in the central U.S. He lives in Ypsilanti and works in Detroit.

DAVID LINNEN, MBA '76, is a senior staff engineer for Consumers Power Company's nuclear operations

department in Jackson, Mich. He became a member of the U. of M. President's Club in 1979, and was elected to the steering committee of Consumers Power Company's political action committee in '77. He is a ruling elder of Westminster United Presbyterian Church in Jackson, Mich., where he and his wife, Lynn, live.

TERENCE RHOADES, MBA '76, was elected vice president of finance and marketing for Environmental Dynamics, Inc., of Ann Arbor, in December 1979. He was registered by the State of Michigan as a professional engineer in August 1977. He writes, "As vice president for finance and marketing, I direct all marketing programs and strategy. Financial responsibilities include all cash flow planning, forecasting, overall direction of accounting activities and independent audits, and implementation and planning of all bank borrowing." Environmental Dynamics, Inc., markets the following services and products: automotive testing services (primarily engine testing for the automotive industry); automotive testing products (dynamometers, dynamometer control systems, laboratory design); and environmental engineering services (water and waste-water analysis, treatment analysis, treatment engineering, river, lake and estuary computer modeling, and chemical analysis of priority pollutants). Terence lives in Dexter, and works in Ann Arbor.

DAVID FINGER, MBA '76, is a supervisor of management information systems for Ernst & Whinney in Houston. He received his CPA certificate in Texas in February 1981, and joined Ernst & Whinney in March 1981. He was previously manager of systems and programming at CAMCO Inc., an oil tool manufacturing company in Houston. He is married to a 1980 MBA from the University of Houston, who is now a Ph.D. candidate in management at U. of H.

DOUG SHUFELT, MBA '76, is working for Cranston Print Works Co. in New York City. He and his wife, Betsy, have been living in Darien, Conn., and are pleased to announce the birth of their daughter Laura Elizabeth Shufelt, who was born Aug. 15, 1981, weighing in at eight pounds, 13 ounces.

RICHARD ALLAN MCGUIRE, MBA '76, was promoted to manager of strategic product planning for the small business systems of Data General of Westboro, Mass., on March 16, 1981. He was a marketing product manager with Data General prior to his current position. He and his wife Susan live in Upton, Mass.

'77 STEPHEN P. O'HARA, BBA '77, is a series commander in recruit training for the U.S. Marine Corps in San Diego. "I was commissioned a second lieutenant upon graduating," he writes, "and have served as a student for eight months in Quantico, Va., from Jan. '75 to August '78; infantry officer (platoon commander) with B Company, first battalion, 9th Marines, in Okinawa from Sept. '78 to Sept. '79; presently I am in charge of 200-300 recruits, or 'boots,' at USMC boot camp in San Diego. It's a little warmer here than in Michigan, and the ocean's closer, too!"

CHARLES GALE, BBA '77, received his juris doctor and master of accounting degrees in May '81 from the University of Illinois at Champaign-Urbana.

RUDOLF TERVOOREN, MBA '77, writes, "After three years working at Morgan Guaranty Trust Co., Middle East territory, I accepted a position with the Amsterdam-Rotterdam Bank in New York as vice president in charge of the bank's northeastern corporate banking activities." Rudolf and his wife, Jane, live in Scarsdale, N.Y.

DENNIS BERRY, MBA '77, is a manager for financial planning with WABCO in Lexington, Ky. He is married with one child and one on the way. "I would like to meet other alums in the area," Dennis writes. The Barrys live in Nicholasville, Ky.

DAVID FREDERICK VERNON, MBA '77, was promoted to staff systems analyst on Nov. 1, 1980 at General Motors Information Systems & Communications Activity in Warren, Mich. Dave is currently involved in implementation of materials management computer systems in several GM divisions. He formerly worked for the Chevrolet Motor Division at the Flint Engine Plant as general supervisor of material and production control. Dave and his wife live in Flint.

ARTHUR BRAINERD, MBA '77, is a plant accountant for GTE Products Corp. in Wayne, Mich. He and his wife, Delynn, had a daughter, Emily Ruth, on Feb. 15, 1980. They live in Ann Arbor.

ROBERT WALKENHORST, MBA '77, is vice president at Frank Evans Distributing Co., a Miller beer distributor in Joplin, Mo. From June '77 to July '78, he served as assistant to the president of Chemed Corporation, a subsidiary of W.R. Grace. His position there included work in acquisitions and financial analysis. In his current position he is in charge of operations and marketing. He and his

wife, Nancy, have one child, Anne Stewart, born May 1, 1980.

ROBERT STEPHANAK, JR., MBA '77, writes, "I am presently a senior accountant in the tax department of the Detroit office of the CPA firm of Deloitte Haskins & Sells. Two interesting things that have happened in my employment with DH&S are my two temporary overseas assignments — one for approximately six weeks in the spring of '79 in Sao Paulo, Brazil, and the other for three months during the summer and fall of '80 in Dhahran, Saudi Arabia. In fact, I was in Saudi Arabia when the Iran-Iraq war broke out. Needless to say, I was very pleased to get back home!" Home is Redford, Mich.

EDMUND OUTSLAY, MBA '77, is an assistant professor of accounting at Michigan State University in East Lansing. He received his Ph.D. in accounting in May '81 from the U. of M.

S. MICHAEL HODOREK, MBA '77, is a product planner for General Motors in Warren, Mich. After graduation from U-M, he worked for 3½ years for the GM corporate financial staff. Recently he was transferred to the Chevrolet division, and now works in the passenger car strategic planning division. He lives in Rochester, Mich.

JOEL STEVEN HIRSH, MBA '77, writes, "I have been employed at Firestone Tire and Rubber Co. since my graduation from U-M, and was recently appointed to the position of manager of treasury for Europe and North Africa. He works in Akron, Ohio, and lives in Cuyahoga Falls, Ohio.

KAY ROSHNOW, MBA '77, has been promoted to the position of regional marketing controls for IBM in Southfield, Mich., after 3½ years as a marketing account representative in the Detroit Renaissance Center office. Kay was listed in the last two editions of *Who's Who of American Women*. She lives in Troy, Mich., with her husband George.

PAUL MEYER, MBA '77, is an independent real estate investor and investment broker. He lives in Saline, Mich.

'78 MARY JOANNE DEZIEL, BBA '78, graduated from U. of M. law school in May '81, and is now practicing law with the Washington, D.C., firm of Givson, Dunn & Crutcher.

MARIANNE GONCZAR PRYBYLA, BBA '78, is a financial analyst for IBM's information systems division in Austin, Texas. She writes, "Since working for IBM, I have

worked in cost accounting and financial planning. In that time, I have received three promotions in 2½ years, and several appreciation awards. Our location manufactures over 90 different machines and incorporates three different division products. The location has grown from 3500 to over 5000 people since 1978. My office is covered with Michigan memorabilia and the people know where my allegiance lies, no matter how much we like Austin." Marianne and her husband, Robert, make their home in Round Rock, Texas.

ERIC ALAN BLANCHARD, BBA '78, graduated from Harvard Law School on June 4, 1981 and is now an associate attorney at law with Schiff, Hardin & Waite in Chicago.

GARY FABIAN, BBA '78, is an audit senior with Arthur Andersen & Co. in San Francisco. He became a CPA in 1980, and a husband in '82 when he married Barbara Meyer.

JONATHAN TESAR, MBA '78, has been appointed a corporate loan officer at Bank of America's Sacramento, Calif., main office. In his new post, Jonathan will be responsible for the bank's relationship with major middle-market business accounts in the Sacramento area. He joined the bank's California branch system as a trainee in Sacramento in '78. A year later, he was named a loan officer and was assigned to the Eureka branch. Since 1980, he has served as assistant vice president and head of the consumer loan department at Eureka.

WILLIAM L. GROSS, MBA '78, is a superintendent in the production control division of A.C. Spark Plug division of General Motors in Flint, Mich. He writes, "I was the very last graduate of the original Flint MBA program, having to drive to Ann Arbor in the fall of 1978 to acquire the final three credit hours needed for graduation. The other four students who were in my class in the spring of '78 all received their degrees upon completion of that term's work, and no more classes were offered in Flint!"

FUAD SUHAIL SABA, MBA '78, is an associate tax consultant at Touche Ross & Co. in Detroit. Fuad writes, "After graduation, I spent about two years with Touche Ross in San Francisco. I transferred back to Detroit in the summer of '80, and I am now specializing in the area of international taxation. I am also a CPA in both California and Michigan. I'd like to hear from any co-graduates who would care to write." Fuad lives in Detroit.

KATHLEEN A. BRENNER, MBA '78, left Frito-Lay, Inc., in Dallas as product

manager to join the Clorox Company in Oakland, Calif., as brand manager of new products effective April, 1981. She lives in San Mateo, Calif.

CHRIS SOMERS, MBA '78, is a product manager for Gould Inc.'s instruments division and lives in San Jose, Calif.

L. FALLASHA ERWIN, MBA '78, is currently a practicing attorney in the commercial law area with special emphasis on taxation; he is associated with Mosley and Associates of Detroit. Fallasha received his CPA certificate on Oct. 2, 1980, and his real estate broker's license in September 1980.

PATRICK JOSEPH DILWORTH, MBA '78, is a manager in the product planning division of American Motors in Detroit. He writes, "I earned my MBA at night school while working as a product engineer at Ford Motor Company. After receiving my degree I accepted a position at American Motors in the car and truck product planning group, in April 1979. I have recently been promoted to manager, product and business planning, for the A.M. General subsidiary of AMC." He and his wife, Diane, live in Farmington Hills, Mich.

MARK BERTRAND, MBA '78, is president and part owner of Colorado Canvas Awning Co., Inc., of Denver, which he purchased in November 1980 after two years with Gulf & Western. "The company is currently doing about \$400 thousand sales," he writes. He and his wife Linda have two daughters aged six months and 1½ years. The Bertrand family lives in Littleton, Colo.

MUKESH PATEL, MBA '78, writes, "Dear Classmates, thought I'd take a break from a pile of 1040s staring at me and file this update. After graduation, I got married to a neighbor going back 20 years. Joined Arthur Young's audit staff and 1½ years later switched to tax. Really enjoy what I'm doing now. Also passed the CPA exams in 1979. Became a father to a healthy son in January. Presently enjoying the work life in Philadelphia and retreating to the suburban life in Turnersville, N.J. Give me a call if you are in the neighborhood."

JOHN R. KIRK, MBA '78, is a deputy supply officer for the U.S. Navy, and is currently serving on exchange with the Royal Navy in Scotland. "I would enjoy hearing from my friends at U-M," he writes, "especially those from the (in)famous MBA '78 LATE crowd! Who is compiling our MBA '78 LATE Class Register?" John and his wife Karen live in Helensburgh, Scotland.

JOHN EDWARD KWIATKOWSKI, MBA '78, is a management consulting senior for the manufacturing and data systems group in the Los Angeles office of Ernst & Whinney, specializing in managerial accounting and manufacturing systems consulting. He received his CPA in October 1980; he lives in Van Nuys, Calif.

ROBERT ROYCE SCARBROUGH, MBA '78, writes, "I was recently promoted to the position of senior associate with Booz Allen & Hamilton, Inc., of Bethesda, Md., a consulting firm providing technical and management services to primarily government agencies but also to private industry on a lesser scale. My particular area of business has been concentrated on providing management support to Navy organizations through the design, development implementation and operation of management control systems (including manual, semi-automated and automated)."

RICHARD RUTH, MBA '78, is a product engineer at Ford in Livonia, Mich. His first child was born in the spring of 1981. They live in Dearborn Heights, Mich.

SUSAN KAY LAWRENCE, MBA '78, is a general supervisor in the general accounting division of General Motors in Saginaw, Mich. She is a member of the board of directors of the Saginaw Industrial Management Club.

'79 JAMES HORSCH, BBA '79, writes, "Hi 'B School! This is James Horsch from Grand Blanc, Mich. I live with my wife Kathy and daughter Rebecca. I'm a region accounting supervisor at Consumers Power Co. in Flint. Just received my Certificate of Management Accounting, and also I'm treasurer of the Grand Blanc Lions Club."

JOHN ROBERT PEDALINO, BBA '79, was until recently production control analyst at Ford Motor Company in Plymouth, Mich. "I will be leaving Ford soon to pursue careers in both management consulting and sales representation. I will also be moving from Ann Arbor to the northwest suburbs of Detroit."

DAVID RUBIN KAHNWEILER, BBA '79, is a broker at Bennett & Kahnweiler in Rosemont, Ill. "I am selling manufacturing and warehouse facilities to corporate users and investors," he writes. "I have been an active Rotarian since being employed. I was named to the board of directors of the Better Boys Foundation, an organization affiliated with the National Football League Players Association and committed to an advocacy role of improving the quality of

education in Chicago's inner-city while focusing on the quality of youth within these blighted areas."

DOUGLAS LELAND PECK, BBA '79, is a financial analyst for Procter & Gamble Company in Cincinnati. Prior to his current position, he had been the assistant accounting manager at a Procter & Gamble plant located in Boston, Mass.

SUNELLA JONES, BBA '79, is an accountant at Plante & Moran CPAs in Southfield, Mich. She has passed her CPA exam, and is the first black woman CPA at Plante & Moran. Sunella lives in Detroit.

PETER CORTEVILLE, BBA '77, MBA '79, is an assistant product manager at Ore-Ida Foods, Inc., in Boise, Idaho. "I've been spending most of my time coordinating the introduction of seven new frozen potato items into test market," he says. "This and other ongoing projects have kept me out of trouble. As time permits, my wife Deb and I are skiing, bicycling and practicing our two-step (country swing dancing)."

RONALD I. HELLER, MBA '79, was recently appointed an adjunct professor at the University of Hawaii Law School where he teaches the law school's new accounting course. Ron practices law with the Honolulu firm of Hoddick Reinwald O'Connor & Marrack, specializing in taxes and commercial litigation.

BILL DICKERSON, MBA '79, writes, "I was reading your winter '82 edition and, upon seeing how many other U-M graduates work for the same firm I do, realized that I haven't let my friends and classmates know where I am and what I'm doing. On graduation in 1979, I started working for Hewlett-Packard Co. in Palo Alto, Calif. My responsibilities included defining, developing and supporting automatic RF and microwave test systems, used in the communications and defense industries. In August 1981, I transferred to our start-up operation in Spokane, Washington. Here, I work in marketing engineering — a combined technical and business responsibility. In the past year, I spearheaded the development of a new transceiver test system, used to test two-way radios such as those used by police and fire departments. My job involves a fair amount of travel, and I've been all around the U.S. Most recently I spent a month travelling in Taiwan, Australia and Japan." Bill lives in Spokane, Wash.

DOUGLAS VAN, MBA '79, says, "I am currently working in Hong Kong for Exxon Chemical Asia Pacific Ltd.

(regional office for Exxon Chemicals) as a marketing manager for one of the product lines, Plasticizers and Intermediates. There are plenty of opportunities and challenges in all lines of business, particularly chemicals, in this part of the world."

ROB CHAFITZ, MBA '79, writes, "After graduation I worked for General Mills, Inc., at their Cedar Rapids, Iowa, plant as an operations control planner. I worked there for 10 months. I then changed jobs, returning to the Boston area. I am now assistant manager, distribution services for the construction products division of W.R. Grace & Co. in Cambridge, Mass. My major responsibility is analyzing transportation, warehousing, and related activities for the approximately 50 plants, warehouses and mines around the U.S." Rob lives in Brighton, Mass.

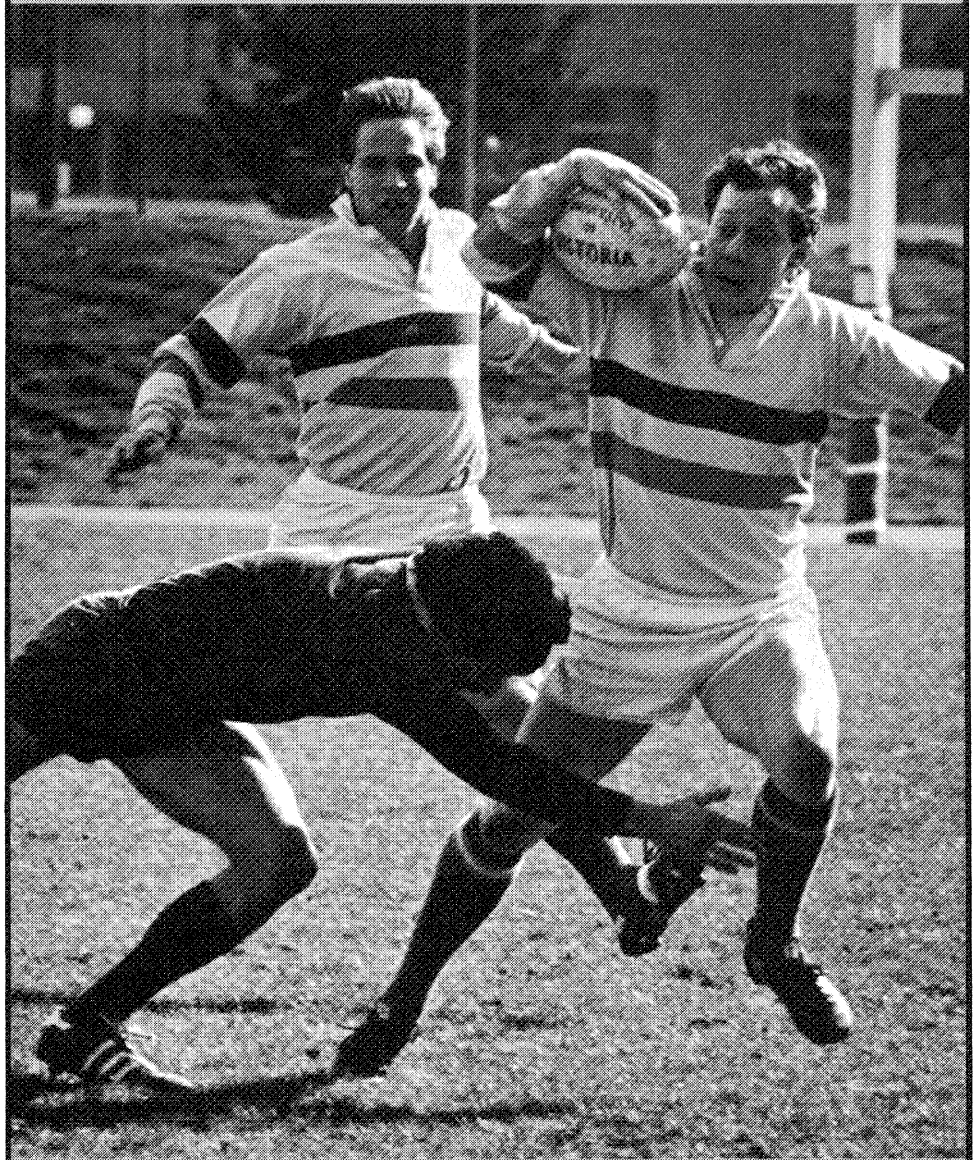
CINDEE JILL HOWARD, MBA '79, writes, "After graduating in April 1979 from U. of M., I stayed in Ann Arbor through June 1979. In July I left for four months of backpacking through England, France, Italy, Greece, Turkey and India. In October, 1979, I began a year-long work/study program in Israel. I studied in Arad until March '80 and then moved to Be'er Sheva. There I volunteered for a year as a technician in agricultural research. I worked for the Applied Desert Research Institute of Ben Gurion University of the Negev, and did both field research and work in plant introduction."

'80 JAMES DAVIDSON WHEAT, JR., BBA '80, writes, "Since graduation from the BBA program at Michigan, I have been working as an inventory accountant in Honeywell's defense systems division in Minneapolis. My roommate, Michael Dungy, is also a 1980 BBA graduate and is also an inventory accountant in the finance department at Honeywell. Both of us are pursuing the MBT degree (master of business taxation) at the University of Minnesota in the evening. I enjoyed my experiences at U. of M. and hope to return in the near future to pursue an MBA or law degree." James lives in New Hope, Minn.

KATHERINE ANNE ERWIN, BBA '80, writes, "I am currently a law student at the U. of M. law school, managing to continue hanging around the Business School by acting as a grader for one of the business law professors."

CHRISTINE MARIE LONG, BBA '80, is a first scholar in finance for First National Bank of Chicago. She explains, "First scholars attend night school at either the

U-M Rugby Team (of which 8 are B School students) wins Big Ten Championship



And that's not all. They also were chosen to play in the world university invitational tournament held in Vancouver, British Columbia, to which eight teams from around the world were invited. In order to raise money to go, the team participated in various imaginative projects, including "Rent a Rugger" (for any odd jobs you happen to have handy) and cleaning up Crisler Arena after a big event (they filled 35 huge heavy duty garbage bags after sweeping the entire concourse and under every seat) — a job which earned them \$300.

At any rate, the team beat Northwestern, Ohio State, Wisconsin and Illinois for the Big Ten Championship.

Pictured above, MBA student Pete Maglocchi is shown tackling two players for the University of Victoria at the International Rugby Tournament. Pete is captain of the team, and co-captain is MBA student Greg Rose. Other team members are MBA students Dave Weber, Kevin Cunningham, Brian Kenney, Tom McLoughlin, Kevin Smith and BBA student Peter Schwartz.

Please Tell Us About Yourself

We would like to include more news about alumni in *Dividend*, and hope you will help by providing us with information about yourself. We'd like to know where you are working, and other news about you, such as promotions, new business ventures, any business or academic honors, authorship of books or articles, or other information that would be of interest to alumni. If you would take the time to fill out the form below and send it to "Editor, Alumni News, Graduate School of Business Administration, University of Michigan, Ann Arbor, Michigan 48109," we would very much appreciate it.

Name: _____ Degree(s) and Class Years: _____

Business Position: _____

Business Address: _____

Home Address: _____

Please write below some personal or business news about yourself that we can share with other alumni.

University of Chicago or Northwestern while working in different areas of the bank. I will be attending the University of Chicago beginning in June. Currently I am spending three weeks in banking school (at the First) and will move into my first six-month assignment after that. The program is thirty months long, during which I will complete my MBA and work five six-month rotations." Christine lives in Elmhurst, Ill.

PAUL ANDREW GILLIS, BBA '80, is an account analyst for the Bank of Montreal in Toronto, Ontario, Canada. "I am successfully working in the corporate banking division preparing reports outlining the profitability of corporate accounts," he reports. "I am planning to enroll at the University of Western Ontario to pursue my MBA in finance."

LINDA MARIE PELFRESNE, BBA '80, is a traffic coordinator in the advertising division of Needham Harper & Steers in Los Angeles. She started at NH&S/West in October '80 as a traffic assistant on the Atlantic Richfield Company account. In five months, she was promoted to traffic coordinator of three accounts — Big Sisters of Los Angeles, the Los Angeles Zoo, and Xerox Corporation. "Next step in the corporate ladder is to junior account executive on any of NH&S/West accounts, which includes the above and Honda cars, Northrup Corp., Crocher Bank, Kubota Tractors, and the *Los Angeles Times*," she says. Linda is living in Tarzana, Calif.

THOMAS LOUIS HAGOPIAN, BBA '80, is a staff accountant for Coopers & Lybrand in Stamford, Conn. He received the Connecticut Society of Public Accountants Gold Medal Certificate for achieving the highest score in the State of Connecticut for the May 1980 CPA exam. Thomas lives in Darien, Conn.

BRYAN CRAIG DELFS, MBA '80, is a financial analyst for International Harvester in Chicago. He writes, "I see other Michigan grads — Mark Heshner, Mark Leitner, Cliff Deremo, Tim O'Day and Paul Karas in and around Chicago. Michigan is well-represented here." Bryan lives in Flossmoor, Ill.

MICHAEL GROCOCK, BBA '78, MBA '80, is a project coordinator/manager of production planning for Intel in Santa Clara, Calif. He was promoted after his first six months on the job. He lives in San Jose.

STEVEN WANDSCHNEIDER, BBA '80, is a controller in the accounting division of Tape Recorder Specialists in Ann Arbor. He plans to attend law school in the fall.

MARTIN D. WOLF, BBA '80, writes, "After graduating from the BBA program, I relocated to Omaha, Neb., and am happily working with a large, regional, commercial real estate firm. I manage the Camelot Village shopping center in Omaha, and am marketing coordinator for all office buildings and regional and neighborhood centers. I am completing my second term as treasurer of the U-M club of Omaha, and have my eyes on the presidency. I would like to see more U-M grads operating small businesses hire the new graduates. Go Blue!"

B. LYN YOKOM LEWIS, MBA '80, is a systems research analyst for First Bank St. Paul (Minn.). "As a systems research analyst," she writes, "I do problem-solving and opportunity analysis on a project basis for various departments in the bank. First St. Paul is the most profitable member of the First Bank System which also includes First Bank Minneapolis. The 25-member systems department plays a large part in the bank's financial success." Lyn and her husband live in Bloomington, Minn.

JEFFREY THOMAS DELORME, MBA '80, is a regional manager for Continental Cable Vision in Royal Oak, Mich. He is responsible for building and operating cable television systems in Eastern Michigan, with the Detroit metropolitan area as the focal point.

WILLIAM WEATHERFORD, MBA '80, is a budget analyst for the U.S. Army at Fort McPherson, Ga. He was selected for promotion to major, and chosen to attend Command and General Staff College in 1983.

CREIGHTON JOSEPH WEBER, MBA '80, is an investment analyst for Martin Rum Co. in Birmingham, Mich., which does oil and gas and real estate syndications.

PATRICK WILLIAM MERMAN, MBA '80, is planning to attend graduate school to obtain a doctorate in industrial relations beginning in the fall of 1982. He lives in Monroe, Mich.

RAJIV BHATT, MBA '80, is a financial analyst for Sakowitz Inc. in Houston. Rajiv writes, "I decided to go for a somewhat 'unconventional' industry for an MBA — retail. And I enjoy it. The opportunities for applying the techniques of various 'required' courses from the U. of M. are great."

JAN BROERE, MBA '80, is serving in the Royal Netherlands Air Force. Jan says, "I went to Holland with the aim of living there a few years before going abroad again. Being Dutch, I was drafted and am in training to become a second lieutenant. I started in January of 1981 and will have to serve 'til June of '82. Greetings to my fellow classmates." Jan lives in Holland.

'81 PETE BERGMAN, MBA '81, writes, "I spent the summer of '81 in California relaxing on the beach until I got married in August. My wife, Muriel, and I moved to Cincinnati in September. I am a brand assistant on Crisco shortening at Proctor and Gamble. There are two other 1981 MBAs on my floor: Mike Griffith and Sandy Jiordano. I'd like to say 'hi' to all of my former classmates!"

Ph.D. Notes

ALBERT WEYMAN PATRICK, MBA '51, Ph.D. '56, died August 23, 1981, in Lexington Ky. At the time of his death, he was a professor of accounting at the University of Kentucky. Albert was a teaching fellow at U. of M. from 1953 to '54, and an instructor 1954-55. He subsequently taught at the University of Virginia, Georgia State University and the University of Tennessee. He was married to Lucy Thomas Patrick (A.M. '52) and had two children.

H. ARTHUR HOVERLAND, Ph.D. '63, is currently in his seventh year as dean of the School of Administration at California State College in San Bernardino. He became the first dean of the school when it was established in 1974. The school has grown from 436 majors in 1974 to 1150 majors in 1981.

JAMES N. VEDDER, Ph.D. '66, is presently on leave from his position of professor of statistics and management science at Syracuse University's School of Management in Syracuse, N.Y. He is doing sponsored research and consulting on projects in developing countries.

WILLIAM G. BROWNE, Ph.D. '68, is a professor of marketing and department head of marketing, finance and production at Oregon State University. He is also vice president of the American Marketing Association's Western region. Recently he was nominated to run for vice president of association development of the 30,000-member association.

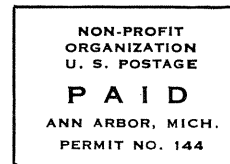
ROBERT W. PRATT, JR., MBA '59, Ph.D. '70, is corporate vice president for planning and research in Heublein Inc. of Farmington, Conn. Robert joined Heublein in 1976 from General Electric Company, where he had served for 13 years in a variety of economic, research

and planning capacities. In his present assignment, he is responsible for both strategic planning and marketing services for Heublein's worldwide food and beverage operations. He lives in Simsbury, Conn., with his wife and two daughters.

CHUL KOO YUN, Ph.D. '73, is an administrator in the international market analysis division of General Motors in Detroit. He was the speaker at the Greater Detroit Chamber of Commerce seminar, "Export '80s Action Program." His topic was "Conducting Overseas Marketing Studies."

IAN HOSKINS GIDDY, MBA '72, Ph.D. '74, is a professor of international finance at Columbia University's Graduate School of Business in New York City. In March of 1981, he completed a one-year consulting appointment at the National Monetary Fund. During the summer of 1981, he worked at the Federal Reserve Board in Washington, D.C., then returned to his position at Columbia University. He is also working part time as an international economist at Claremont Economics Institute in California.

JEFFREY G. TOWLE, Ph.D. '77, is an assistant professor of marketing at Michigan State University's Graduate School of Business in East Lansing. He is presently doing research on the marketing education and training practices of industry. This research is being funded by the Marketing Science Institute of Cambridge, Mass., and by Michigan State University. Professor William Lazer of MSU is a co-researcher on this project. Dr. Towle's work with Prof. Claude Martin of U. of M. regarding media selection was recently presented by Martin at an advanced marketing conference in Copenhagen.



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