

VITA

Joseph A. Alutto

Fisher College of Business
The Ohio State University
Hagerty Hall
1775 College Road
Columbus, Ohio 43210-1399
Phone # 614-292-2666
Fax # 614-292-7999
alutto.1@osu.edu

EDUCATION

1962 BBA Manhattan College - Business Administration
1965 MA University of Illinois - Industrial Relations
1968 PhD Cornell University - Organizational Behavior

ACADEMIC EXPERIENCE

1991-Present Dean and Professor of Management, Max M. Fisher College of Business,
The Ohio State University

Chief administrative officer responsible for all academic and non-academic operations of the Fisher College involving 120 faculty, 100 staff members, 3,000 students and an operating budget of over \$22 million. Initiatives have focused on: reallocations of instructional resources to focus on graduate (MBA and Ph.D.) programs while also upgrading undergraduate programs (e.g., introduction of a new honors program); planning for and constructing a new six building, \$119.1 million campus for the college (ground breaking occurred June 1995 with completion in June 1998 for phase I and August 1999 for phase II); expansion of executive education programs; redesign of internal governance structures to provide greater emphasis on faculty, staff and student participation in program planning and implementation activities; creation of special centers of excellence (e.g., International Business, Manufacturing Excellence, Information Technology); expansion of international programs; raising over \$73 million as part of a \$90 million capital campaign for the Fisher College; and significant improvement of external rankings for MBA and undergraduate programs.

1976-1990 Dean, School of Management, State University of New York at Buffalo

Chief administrative officer responsible for all academic and non-academic operations of the school. Accomplishments included: Business Week ranking of school as one of forty best in the U.S.; establishment by Bilateral Protocol of first MBA program based in People's Republic of China; securing \$4,000,000 funding from the United States and People's Republic of China to fund first ten years of China based MBA Program; creation of Regional Economic Assistance Center; establishment of Center for Management Development resulting in NUCEA Region II Awards for Outstanding Non-credit Program Development (1985), Marketing Plan Innovations (1988) and NUCEA National Award for Innovative Certificate and non-Traditional Degree Programs (1990); organizing facilities design, fund generation and movement of all faculty and staff to the new Jacobs Management Center; fourfold increase in external research funding; creation of five funded chairs and three alumni professorships; reaccreditation of all programs and initial accreditation of accounting programs by AACSB; development of new programs in management information systems, international management (with special emphases on Mexico, Eastern Europe, Indonesia, Japan and China), financial institutions and markets, and health care management; establishment of a career development and placement office in the school as well as an alumni and corporate development office; creation of six regional, national and international external executive advisory boards for academic programs; creation of International Executive Program; development of joint programs with Faculties of Engineering and Social Sciences; generation of support for dean's summer fellowship program for faculty; securing support for multiple student fellowship programs; implementation of the first on-campus individualized budgeting system for all faculty and staff; chairing multiple university-wide committees.

1966-1991 Clarence S. Marsh Professor, Professor, Associate Professor, Assistant Professor
State University of New York at Buffalo, School of Management
Department of Organization and Human Resources

Activities include: lecturing widely in executive development programs for senior and middle level managers focusing on structural characteristics of organizations, matrix forms of design, performance and productivity, leadership, quality control and improvement processes, and conflict management; research focusing on comparative analyses of professional employment systems, studies of patterns of participation in organizational decision-making, analysis of structural design and performance; teaching courses in organizational theory and analysis, research methods, organizational design strategies, leadership and the comparative analysis of professional occupations; acted as dissertation chairman for twelve completed Ph.D.s; committee activities included Ph.D., MBA, Curriculum and Inter-University Advisory Committee to the Survey Research Center; Executive Committee of the Graduate School; Faculty Review Committee and Committee on Promotion and Evaluation Standards; served as a "reviewer-referee" for Management Science, Social Forces, Industrial and Labor Relations Review, Administrative Science Quarterly, member, Editorial Review Board, Academy of Management Review, 1981-84; 1972-74 served as Chairman, Ph.D. Program, responsible for

program design, policy development and program administration; 1975-76 Associate Dean, responsible for all internal resource allocation and internal university relationships.

1974-75 Visiting Professor of Behavioral Science, Graduate School of Industrial Administration, Carnegie Mellon University.

1971-72 Visiting Associate Professor of Industrial Sociology, Department of Sociology, Brock University.

1968-72 Off-Campus Faculty Member - Cornell University, New York State School of Industrial and Labor Relations.

SELECTED PUBLICATIONS

Books and Monographs

Dansereau, F., J. Alutto, and F. Yammarino. Theory Testing in Organizational Behavior: The Variant Approach. Englewood Cliffs, N.J.: Prentice-Hall, 1984.

Dansereau, F., J. Alutto and F. Yammarino. Instructors Manual: Theory Testing in Organizational Behavior: The Variant Approach. Englewood Cliffs, N.J.: Prentice Hall, 1984.

Articles and Book Chapters

Dansereau, F., F. Yammarino, S. Markham, J. Alutto, J. Newman, M. Dumas, S. Nachman, T. Naughton, K. Kim, S. Al-Kelabi, S. Lee, and T. Keller "Individualized Leadership: A New Multiple-Level Approach," reprinted in JAI, August, 1998.

Dansereau, F., F. Yammarino, S. Markham, J. Alutto, J. Newman, M. Dumas, S. Nachman, T. Naughton, K. Kim, S. Al-Kelabi, S. Lee, and T. Keller "Extensions to the Individualized Leadership Approach: Placing the Approach in Context," reprinted in JAI, August, 1998.

Dansereau, F., F. Yammarino, S. Markham, J. Alutto, J. Newman, M. Dumas, S. Nachman, T. Naughton, K. Kim, S. Al-Kelabi, S. Lee, and T. Keller "Individualized Leadership: A New Multiple-Level Approach," Leadership Quarterly, 1995.

Alutto, J. "Whither Doctoral Business Education? An Exploration of Program Models" Selections, Graduate Management Admissions Council, Spring, 1993.

- Alutto, J. "Issues Affecting Management Education" Selections, Graduate Management Admissions Council, Fall, 1991.
- Dansereau, F. and J. Alutto "Levels of Analysis Issues In Climate and Culture Research" in B. Schneider (Ed.) Climate and Culture in Organizations, Beverly Hills, California: Jossey Bass, 1990.
- Alutto, J. and D. Coleman. "Cross-Cultural Examination of Chinese Managers" in C. Carl Pegels, Management and Industry in China. NYC: Praeger, 1987.
- Parasuraman, S. and J. Alutto. "Sources and Outcomes of Stress in Organizational Settings: Toward the Development of a Structural Model," Academy of Management Journal, 1984.
- Markham, S., F. Dansereau, J. Alutto and M. Dumas. "Leadership Convergence: An Application of Within and Between Analysis to Validity," Applied Psychological Measurement, 1983.
- Markham, S., F. Dansereau and J. Alutto. "Absenteeism Rates as Measures in Organizational Experiments: Hidden Cyclical and Structural Variations." Review of Business and Economic Research, 1983.
- Markham, S., F. Dansereau, J. Alutto. "On the Use of Shift as an Independent Variable in Absenteeism Research," Journal of Occupational Psychology, 1982.
- Markham, S., F. Dansereau, J. Alutto. "Group Size and Absenteeism Rates: A Longitudinal Analysis," Academy of Management Journal, 1982.
- Markham, S., F. Dansereau and J. Alutto. "Female Versus Male Absence Rates: A Temporal Analysis." Personnel Psychology, 1982.
- Parasuraman, S. and J. Alutto. "An Examination of the Organizational Antecedents of Stressors at Work." Academy of Management Journal, Vol. 24, No. 1, March 1981.
- Dansereau, F., J. Alutto, S. Markham and M. Dumas. "Multiplexed Supervision and Leadership: An Application of Within and Between Analysis." In Hunt, J., U. Sckaran, and C. Schriesheim (eds.), Leadership: Beyond Establishment Views, Carbondale, IL: SIU Press 1981.
- Dansereau, F., J. Alutto, S. Markham and M. Dumas. "A Multiplexed Response to Professors Bass and Morely." In Hunt, J., C. Schriesheim and U. Qekaran, Leadership: Beyond Establishment Views, Carbondale, IL: SIU Press 1981.

- Dansereau, F., J. Alutto and S. Markham. An Initial Investigation into the "An Initial Investigation into the Suitability of Absenteeism Rates as Measures of Performance," Proceedings of the 1977 Academy of Management, Orlando, Florida; reprinted in Bryant, D. and Niehaus, R. Manpower and Organizational Design, New York: Plenum Press, 1978.
- Alutto, J. Review of R. Miles, "Theories of Management," in Industrial and Labor Relations Review, Vol. 32, July 1978.
- Vredenburg, D. and J. Alutto. "Perceived Structure in Relation to Industrial Attitudes and Performance," Organization and Administrative Sciences, Vol. 8, Summer-Fall 1977.
- Alutto, J. and D. Vredenburg. "Characteristics of Decisional Participation by Nurses," Academy of Management Journal, Vol. 20, No. 2, 1977.
- Alutto, J. and F. Acito. "Decisional Participation and Sources of Satisfaction; A Study of Manufacturing Personnel," Academy of Management Journal, Vol. 17, No. 1, 1974.
- Alutto, J. And J. Belasco. "Attitudinal Militancy Among Professional Employees," Industrial and Labor Relations Review, January 1974.
- Hrebiniak, L. And J. Alutto. "A comparative Organizational Study of Performance and Size Correlates in In-Patient Psychiatric Departments," Administrative Science Quarterly, September 1973
- Alutto, J. And J. Belasco. "Patterns of Teacher Participation in School System Decision-Making," Educational Administration Quarterly, Winter 1972; translated and reprinted in J. Goldstein (ed.), Studies in Educational Administration and Organization, Center for Educational Administration, University of Haifa, 1973.
- Alutto, J., L. Hrebiniak and R. Alonso. "On Operationalizing the Concept of Commitment," Social Forces, June 1973.
- Hrebiniak, L. and J. Alutto. "Personal and Role-Related Factors in the Development of Organizational Commitment," Administrative Science Quarterly, December 1972.
- Belasco, J. and J. Alutto. "Line-Staff Conflicts: Some Empirical Insights," Journal of the Academy of Management, November 1969; reprinted in Turner, Filley and House (eds.), Readings in Managerial Process and Organizational Behavior, Scott-Foresman, 1972.
- Alutto, J., R. Alonso and L. Hrebiniak. "Job Tension Among Hospital Employed Nurses," Supervisor Nurse, March 1972.

- Belasco, J., J. Alutto and A. Glassman. "A Study of School Community Conflict," in J. Belasco, and M. Milstein (eds.), A Systems Approach to School Administration, Allyn and Bacon, 1972.
- Alutto, J. and J. Belasco. "A Typology for Participation in Organizational Decision-Making," Administrative Science Quarterly, March 1972.
- Alutto, J. A book review of Tiffany, et al, "The Unemployed: A Social-Psychological Portrait," Industrial and Labor Relations Review, January 1972.
- Alutto, J. "Professionals and Collective Bargaining: The Case of the American Nurses Association," in M. Arnold, L. Blankenship and J. Hess (eds.), Administering Health Systems, Atherton-Aldine, 1971.
- Belasco, J. and J. Alutto. "Teacher Satisfaction and Decisional Participation," Educational Administration Quarterly, November 1971.
- Belasco, J., J. Alutto and A. Glassman. "A Study of Conflicts in Community and Teacher Perceptions of Decisional Control in School Systems," Education and Urban Society, November 1971.
- Alutto, J., L. Hrebiniak and R. Alonso. "Variations in Employing Institution and Influence Perceptions Among Nursing Personnel," Journal of Health and Social Behavior, June 1971; reprinted in Supervisor Nurse, September 1971.
- Alutto, J., L. Hrebiniak and R. Alonso. "A Study of Differential Socialization Practices for Members of the Professional Occupation," Journal of Health and Social Behavior, September 1971.
- Alutto, J. and L. Hrebiniak. "Analysis of a Student Stereotype: The Effective Corporate Executive," Public Opinion Quarterly, Winter 1970.
- Alutto, J. "Dynamics of Questionnaire Completion and Return Among Professional and Managerial Personnel," Journal of Applied Psychology, October 1970.
- Alutto, J. "A Note on Determining Questionnaire Destination in Survey Research," Social Forces, December 1969.
- Belasco, J. and J. Alutto. "An Analysis of Line-Staff Conflicts," Proceedings of the Academy of Management, 1969.
- Belasco, J., J. Alutto and F. Greene. "A Case Study of Strike Behavior in an Urban School System," Education and Urban Society, November 1969.

- Belasco, J. and J. Alutto. "Organizational Impacts of Teacher Negotiations," Industrial Relations, October 1969.
- Trice, H., J. Belasco and J. Alutto. "The Role of Ceremonials in Organizations," Industrial and Labor Relations Review, October 1969.
- Alutto, J. "Men, Motivation and Productivity," Administrative Management Society Professional Bulletin, August 1969.
- Alutto, J. "Organizations and the Variable Identification," Cornell Journal of Social Relations, Fall 1967.
- Alutto, J. "Collective Bargaining, Nursing Attitudes and the Local Unit Concept," New York State Nurse, August 1967.
- Alutto, J. "Identification: State and Process Considerations," and Process Considerations," Cornell Journal of Social Relations, Spring 1967.

Proceedings and Other Publications

- Parasuraman, S. and J. Alutto. "Predicting Turnover from Personal, Attitudinal and Behavioral Factors: A Multivariate Analysis," 1981 Proceedings of the Eastern Academy of Management.
- Markham, S., F. Dansereau, and J. Alutto. "An Empirical Examination of the Pay for Performance Dilemma," 1981 Proceedings of the Eastern Academy of Management.
- Dansereau, F., J. Alutto and S. Markham. "To Aggregate or Not to Aggregate?" In Huseman (ed.) Proceedings of the National Academy of Management, 1980.
- Yammarino, F., F. Dansereau, J. Alutto and S. Markham. "Performance Evaluation Decisions," in Hershauer, J. (ed.) American Institute for Decision Sciences Proceedings, 1980.
- Yammarino, F., F. Dansereau, S. Markham and J. Alutto. "Leadership and Communication: An Application of Within and Between Analysis," 1980 Proceedings of the National Academy of Management.
- Yammarino, F., F. Dansereau, J. Alutto and S. Markham. "Leadership Models of Performance Evaluation Decisions: An Empirical Application of Within and Between Analysis," Proceedings of the 1980 National AIDS Meeting, Las Vegas, November 1980.

- Markham, S., F. Dansereau and J. Alutto. "Fundamental Problems in Leadership Research" in E. Miller (ed.), Proceedings of the 22nd Annual Conference of the Midwestern Academy of Management, Ann Arbor, 1980.
- Yammarino, F., F. Dansereau, S. Markham and J. Alutto. "Subordinate Supervisor Communication Networks: An Empirical Application of Within and Between Analysis," 1980 Proceedings of the Academy of Management Meetings.
- Yammarino, F., F. Dansereau, S. Markham and J. Alutto. "Alternative Role and Instrumentality Perception Models of Participation in Decision-Making: An Empirical Application of Within and Between Analysis," 1980 Proceedings of the Eastern Academy of Management Meetings.
- Parasuraman, S. and J. Alutto. "An Initial Multi-Dimensional Study of the Causes and Consequences of Stress: Development of a Predictive Model," Proceedings of the Academy of Management, 1978 San Francisco, CA.
- Parasuraman, S. and J. Alutto. "The Influence of Contextual, Task and Role Related Variables on Organizational Stress," Proceedings of the 1978 Meetings of the Eastern Academy of Management.
- Alutto, J. and M. Wahba (eds.) Proceedings of the 1978 Meetings of the Eastern Academy of Management, Fifteenth Annual Meetings, NYC.
- Dansereau, F., J. Alutto and S. Markham. An Initial Investigation into the "An Initial Investigation into the Suitability of Absenteeism Rates as Measures of Performance," Proceedings of the 1977 Academy of Management, Orlando, Florida; reprinted in Bryant, D. and Niehaus, R. Manpower and Organizational Design, New York: Plenum Press, 1978.
- Alutto, J. and D. Vredenburgh. "A Note on Decisional Participation," Proceedings of 1976 Midwest AIDS Conference.
- Alutto, J. "Research on Organizational Structure," Proceedings of the 1973 Eastern Academy of Management, May 1973.
- Hrebiniak, L. and J. Alutto. "Correlates of Organizational Size and Performance," Proceedings of the Academy of Management, August 1972.
- Hrebiniak, L. and J. Alutto. "Commitment to the Employing Organization," Proceedings of the Eastern Academy of Management, May 1972.

Alutto, J., L. Hrebiniak and R. Alonso. "Correlates of Work Related Tension," Proceedings of the Industrial Relations Research Association, Spring 1971.

Alutto, J. Book review of J. Miner, "Personnel and Industrial Relations," Industrial and Labor Relations Review, October 1969.

Alutto, J. "An Analysis of Structures and Functions in a Professional School." Study report published by the State University of New York at Buffalo, School of Nursing, Spring 1968.

SAMPLE PRESENTATIONS

Over fifty presentations of scholarly work at national and regional professional associations during the period 1966 - 1980. Numerous presentations (ten to twenty per year) to corporate and civic groups on trends in management education and the design of corporations in an age of rapid change and international competition. Examples of presentations include:

"The Future of Undergraduate Business Education," AACSB Conference on Business Education, Pennsylvania State University, April, 1997.

"Corporate Training Needs in China and the Role for U.S. Universities," China Human Resources Committee of the National Foreign Trade Council, New York City, 1996.

"Lessons to be Learned from Sino-US Joint Venture Activities," The National Convention of Japan Productivity Center, Kobe, Japan, and Kansai Economic Federation, Osaka, Japan, 1994.

"Sino-US Joint Ventures: Lessons for Economics in Transition," Society for Chinese Economics and Management, New Orleans, 1992.

"Issues Affecting Management Schools," Keynote address at the 1991 Annual Meeting of the Graduate Management Council, Vancouver.

"Strategies for Change," American Assembly of Collegiate Schools of Business, Annual Seminar for Business School Deans, 1986, 1987, 1988, 1989.

"Internationalizing Business Schools," American Assembly of Collegiate Schools of Business, Annual Seminar, 1986, 1987, 1988.

"University Strategies for Involvement in State and Regional Economic Development" Annual Meeting of the American Assembly of Collegiate Schools of Business, 1986.

"An Initial Examination of Changes in Managerial Job Perceptions as a Result of Economic Reform in The Peoples' Republic of China" with D. Coleman. Presented at Academy of Management Meetings, Chicago.

"Absenteeism Rates as Measures in Organizational Experiments: Hidden Cyclical and Structural Variation" with F. Dansereau and S. Markham. Presented at Academy of Management Meetings, Dallas, 1983.

"Organizational Participation: A Cross Validation Study" with Erik Larson. Presented at Academy of Management Meetings, Dallas, 1983.

"Change Strategies: Internationalizing the Business School," American Association of Collegiate Schools of Business, The Ohio State University, March 1982.

"Predicting Turnover from Personal, Attitudinal and Behavioral Factors: A Multivariate Analysis" with S. Parasuraman. Presented at Eastern Academy of Management Meetings, May 1981.

"An Empirical Examination of the Pay for Performance Dilemma" with S. Markham and F. Dansereau. Presented at Eastern Academy of Management Meetings, Binghamton, NY, May 1981.

"The Management of Academic Careers," Eastern Academy of Management, Binghamton, NY, May 1981.

"The Consequences Associated With Long Range Planning," 29th Meeting of the Middle Atlantic Association of Colleges and Business Administration, Pittsburgh, October 1980.

"Alternative Role and Instrumentality Perception Models of Participation in Decision-Making: An Empirical Application of Within and Between Analysis" with F. Yammarino, F. Dansereau, S. Markham. Presented at Eastern Academy of Management Meetings, Buffalo, May 1980.

"Fundamental Problems in Leadership Research" (with S. Markham and F. Dansereau) presented at the 1980 Midwest Academy of Management Meetings, Ann Arbor.

"Public Service and Schools of Management," State University of New York at Buffalo Council and the Buffalo and Erie Chamber of Commerce, January 1980.

CONSULTING AND OTHER ACTIVITIES

Served as consultant to banks, manufacturing firms, aerospace companies, health care agencies, school districts and university systems. Included on arbitrator lists of American Arbitration Association and Federal Mediation and Conciliation Service. Arbitration activities have included cases in transportation, electronics, steel, food distribution, equipment manufacturing industries and state and federal agencies. Visiting Expert on Organizational Design and Human Resource Management, National Center for Science and Technology Management Development, People's Republic of China, 1983 - 1991 (Program co-sponsored by United States Department of Commerce and People's Republic of China).

Member, Board of Directors, Bank One, Ohio (1994-present)

Member, Board of Directors, Inroads, Inc. (1994-present)

Member, Board of Directors, American Assembly of Collegiate Schools of Business-The International Association for Management Education (1994-present), President-elect (1996), President (1996-1998)

Member, Board of Directors, United Retail Group, Inc. (1992-present)

Member, Board of Directors, Comptek Research, Inc. (1987-present)

Member, Board of Directors, Ohio State Life Insurance Company (1995-1997)

Member, Board of Directors, Bank One Ohio Trust Company (1992-1996)

Campaign Chairman, The Ohio State University, United Way of Franklin County (1992)

Member, U.S. Department of Commerce Advisory Board on Management Training in The Peoples' Republic of China (1985-1991)

Member, Board of Directors, Rand Capital Corp. (1986-1991)

Chairman, Board of Directors, Health Care Plan, Inc. (1987-1991)

Member, Long Range Planning Committee on the United Way of Buffalo and Erie County; Chair, International Operations Task Force; Chair, Strategic Planning Committee (1981-1987)

Campaign Chairman, United Way of Buffalo and Erie County (\$15.8 million Campaign) 1988

Member, Board of Directors, United Way of Buffalo and Erie County (1984-1991)

Member, Accreditation Visitation Committee, Long-Range Planning Committee, Key Relationships Task Force, International Business Affairs Committee, International Peer Review Marketing Task Force, Strategic Planning Oversight Committee, Board Liaison representative to regional meetings, American Assembly of Collegiate Schools of Business

Member, School Board, Amherst Central School District (1981-1987); President (1982-1987)

Member, Board of Governors, Academy of Management (1984-1986)

Member, Board of Directors, Greater Buffalo Chamber of Commerce (1980-1986)

SPECIAL HONORS

Numerous special local recognitions for service to community (e.g., Chamber of Commerce, Rotary, etc.). In addition:

May, 1997 - Inducted into The Ohio State University Chapter of The Honor Society of Phi Kappa Phi.

May, 1996 - Honorary Doctorate of Humane Letters, Manhattan College.

September, 1990 - Awarded Clarence S. Marsh Chair in Management, State University of New York at Buffalo, School of Management.

June, 1990 - Joseph A. Alutto Doctoral Fellowship in Management, \$100,000 endowment created by the State University of New York at Buffalo School of Management Alumni Association in honor of contributions to doctoral education in management.

May, 1990 - Recipient of Walter P. Cooke Award for Notable and Meritorious Service to the State University of New York at Buffalo, SUNY at Buffalo Alumni Association.

January, 1989 - National Award for "Outstanding Contributions to the Economic Modernization of China" by the State Economic Commission, State Commission on Science and Technology and State Education Commission of the Peoples' Republic of China.

October, 1983 - National Columbus Day Honoree for Contributions to Management Education.

ASSOCIATION MEMBERSHIPS

American Sociological Association

American Psychological Association

Academy of Management - Secretary, Eastern Academy, 1973-74;

Board of Governors, 1975-78 and 1980-84; Proceedings Editor, 1978 and 1979; Vice-President Program, 1978; Vice President Elect, 1979; President, 1980; Chair 1993 Annual Meeting (Seattle).

American Association for the Advancement of Science

Industrial and Labor Relations Research Association

August, 1990

VITA

Joseph A. Alutto

Office Address

School of Management
State University of New York at Buffalo
310A Jacobs Management Center
Buffalo, NY 14260
(716) 636-3249

Home Address

655 Lebrun Road
Egbertsville, NY 14226
(716) 835-1550

Born: June 3, 1941
Wife: Rosemary
Children: Patricia, Christina, Kerrie

EDUCATION

1962 BBA Manhattan College
1965 MA University of Illinois - Industrial Relations
1968 PhD Cornell University - Organizational Behavior

ACADEMIC EXPERIENCE

September, 1990-
Present

Clarence S. Marsh Professor of Management, School of Management. On leave September, 1990 through August 31, 1991 completing a series of studies on the performance of joint venture firms in China, quality improvement processes in U. S. institutions and the development of leadership skills in corporate settings.

1976-

August, 1990 Dean, School of Management, SUNY-Buffalo

Chief administrative officer responsible for all academic and non-academic operations of the school. Accomplishments have included: Business Week ranking of school as one of forty best in the U.S.; establishment by Bilateral Protocol of first MBA program based in People's Republic of China; securing \$4,000,000 funding from the United States and People's Republic of China to fund first ten years of China based MBA Program; creation of Regional Economic Assistance Center; establishment of Center for Management Development (provides over \$300,000 per year in general school support); increasing annual alumni support for school activities from \$10,000 to over \$250,000; supervising design, fund generation and movement of all faculty and staff from Crsoby Hall to the Jacobs Management Center; funding for special Centers of Excellence; fourfold increase in external research funding; creation of five funded chairs and three alumni professorships; reaccreditation of all programs and initial accreditation

of accounting programs by AACSB; development of new programs in management information systems, international management (with special emphases on Mexico, Eastern Europe, Indonesia, Japan and China), financial institutions and markets, and health care management; establishment of a career development and placement office in the school as well as an alumni and corporate development office; creation of six regional, national and international external executive advisory boards for academic programs; creation of International Executive Program (attracting executives from 18 countries to a 9 week residential program in Buffalo); development of joint programs with Faculties of Engineering and Social Sciences; generation of support for dean's summer fellowship program for faculty; securing support for multiple student fellowship programs; implementation of the first on-campus individualized budgeting system for all faculty and staff; chairing multiple university-wide committees.

1966- Present Professor, Associate Professor, Assistant Professor, Lecturer
SUNY-Buffalo, School of Management
Department of Organization and Human Resources

Activities include: lecturing widely in executive development programs for senior and middle level managers focusing on structural characteristics of organizations, matrix forms of design, performance and productivity, leadership, quality control and improvement processes, and conflict management; research focusing on comparative analyses of professional employment systems, studies of patterns of participation in organizational decision-making, analysis of structural design and performance; teaching courses in organizational theory and analysis, research methods, organizational design strategies, leadership and the comparative analysis of professional occupations; acted as dissertation chairman for twelve completed Ph.D.s; committee activities included Ph.D., MBA, Curriculum and Inter-University Advisory Committee to the Survey Research Center; Executive Committee of the Graduate School; Faculty Review Committee and Committee on Promotion and Evaluation Standards; served as a "reviewer-referee" for Management Science, Social Forces, Industrial and Labor Relations Review, Administrative Science Quarterly, member, Editorial Review Board, Academy of Management Review, 1981-84; 1972-74 served as Chairman, Ph.D. Program, responsible for program design, policy development and program administration; 1975-76 Associate Dean, responsible for all internal resource allocation and internal university relationships.

1974-75 Visiting Professor of Behavioral Science, Graduate School of Industrial Administration, Carnegie Mellon University.

1971-72 Visiting Associate Professor of Industrial Sociology, Department of Sociology, Brock University.

1968-72 Off-Campus Faculty Member - Cornell University, New York State School of Industrial and Labor Relations.

SELECTED PUBLICATIONS

Alutto, J. "Identification: State and Process Considerations," and Process Considerations," Cornell Journal of Social Relations, Spring 1967.

_____. "Collective Bargaining, Nursing Attitudes and the Local Unit Concept," New York State Nurse, August 1967.

_____. "Organizations and the Variable 'Identification'," Cornell Journal of Social Relations, Fall 1967.

_____. "An Analysis of Structures and Functions in a Professional School." Study report published by the State University of New York at Buffalo, School of Nursing, Spring 1968.

_____. "Men, Motivation and Productivity," Administrative Management Society, Professional Bulletin, August 1969.

_____. "A Note on Determining Questionnaire Destination in Survey Research," Social Forces, December 1969.

Belasco, J. and J. Alutto. "An Analysis of Line-Staff Conflicts," Proceedings of the Academy of Management, 1969.

Trice, H., J. Belasco and J. Alutto. "The Role of Ceremonials in Organizations," Industrial and Labor Relations Review, October 1969.

Belasco, J., J. Alutto and F. Greene. "A Case Study of Strike Behavior in an Urban School System," Education and Urban Society, November 1969.

Alutto, J. Book review of J. Miner, "Personnel and Industrial Relations," Industrial and Labor Relations Review, October 1969.

Belasco, J. and J. Alutto. "Organizational Impacts of Teacher Negotiations," Industrial Relations, October 1969.

Alutto, J. "Dynamics of Questionnaire Completion and Return Among Professional and Managerial Personnel," Journal of Applied Psychology, October 1970.

Alutto, J. and L. Hrebiniak. "Analysis of a Student Stereotype: The Effective Corporate Executive," Public Opinion Quarterly, Winter 1970.

Alutto, J., L. Hrebiniak and R. Alonso. "Variations in Employing Institution and Influence Perceptions Among Nursing Personnel," Journal of Health and Social Behavior, June 1971; reprinted in Supervisor Nurse, September 1971.

- Alutto, J., L. Hrebiniak and R. Alonso. "Correlates of Work Related Tension," Proceedings of the Industrial Relations Research Association, Spring 1971.
- Alutto, J., L. Hrebiniak and R. Alonso. "A Study of Differential Socialization Practices for Members of the Professional Occupation," Journal of Health and Social Behavior, September 1971.
- Alutto, J. "Professionals and Collective Bargaining: The Case of the American Nurses Association," in M. Arnold, L. Blankenship and J. Hess (eds.), Administering Health Systems, Atherton-Aldine, 1973.
- Belasco, J. and J. Alutto. "Teacher Satisfaction and Decisional Participation," Educational Administration Quarterly, November 1971.
- Belasco, J., J. Alutto and A. Glassman. "A Study of Conflicts in Community and Teacher Perceptions of Decisional Control in School Systems," Education and Urban Society, November 1971.
- Alutto, J. A book review of Tiffany, et al, "The Unemployed: A Social-Psychological Portrait," Industrial and Labor Relations Review, January 1972.
- Belasco, J. and J. Alutto. "Line-Staff Conflicts: Some Empirical Insights," Journal of the Academy of Management, November 1969; reprinted in Turner, Filley and House (eds.), Readings in Managerial Process and Organizational Behavior, Scott-Foresman, 1972.
- Alutto, J., R. Alonso and L. Hrebiniak. "Job Tension Among Hospital Employed Nurses," Supervisor Nurse, March 1972.
- Belasco, J., J. Alutto and A. Glassman. "A Study of School Community Conflict," in J. Belasco, and M. Milstein (eds.), A Systems Approach to School Administration, Allyn and Bacon, 1972.
- Hrebiniak, L. and J. Alutto. "Commitment to the Employing Organization," Proceedings of the Eastern Academy of Management, May 1972.
- Alutto, J. and J. Belasco. "A Typology for Participation in Organizational Decision-Making," Administrative Science Quarterly, March 1972.
- Hrebiniak, L. and J. Alutto. "Personal and Role-Related Factors in the Development of Organizational Commitment," Administrative Science Quarterly, December 1972.
- Hrebiniak, L. and J. Alutto. "Correlates of Organizational Size and Performance," Proceedings of the Academy of Management, August 1972.

- Alutto, J. and J. Belasco. "Patterns of Teacher Participation in School System Decision-Making," Educational Administration Quarterly, Winter 1972; translated and reprinted in J. Goldstein (ed.), Studies in Educational Administration and Organization, Center for Educational Administration, University of Haifa, 1973.
- Alutto, J., L. Hrebiniak and R. Alonso. "On Operationalizing the Concept of Commitment," Social Forces, June 1973.
- Alutto, J. and J. Belasco. "Attitudinal Militancy Among Professional Employees," Industrial and Labor Relations Review, January 1974.
- Hrebiniak, L. and J. Alutto. "A Comparative Organizational Study of Performance and Size Correlates in In-Patient Psychiatric Departments," Administrative Science Quarterly, September 1973.
- Alutto, J. "Research on Organizational Structure," Proceedings of the 1973 Eastern Academy of Management, May 1973.
- Alutto, J. and F. Acito. "Decisional Participation and Sources of Satisfaction; A Study of Manufacturing Personnel," Academy of Management Journal, Vol. 17, No. 1, 1974.
- Alutto, J. and D. Vredenburg. "A Note on Decisional Participation," Proceedings of 1976 Midwest AIDS Conference.
- Vredenburg, D. and J. Alutto. "Perceived Structure in Relation to Industrial Attitudes and Performance," Organization and Administrative Sciences, Vol. 8, Summer-Fall 1977.
- Alutto, J. and D. Vredenburg. "Characteristics of Decisional Participation by Nurses," Academy of Management Journal, Vol. 20, No. 2, 1977.
- Dansearcu, F., J. Alutto and S. Markham. An Initial Investigation into the "An Initial Investigation into the Suitability of Absenteeism Rates as Measures of Performance," Proceedings of the 1977 Academy of Management, Orlando, Florida; reprinted in Bryant, D. and Nichaus, R. Manpower and Organizational Design, New York: Plenum Press, 1978.
- Alutto, J. and M. Wahba (eds.) Proceedings of the 1978 Meetings of the Eastern Academy of Management, Fifteenth Annual Meetings, NYC.
- Parasuraman, S. and J. Alutto. "The Influence of Contextual, Task and Role Related Variables on Organizational Stress," Proceedings of the 1978 Meetings of the Eastern Academy of Management.
- Alutto, J. Review of R. Miles, "Theories of Management", in Industrial and Labor Relations Review, Vol. 32, July 1978.

- Parasuraman, S. and J. Alutto. "An Initial Multi-Dimensional Study of the Causes and Consequences of Stress: Development of a Predictive Model," Proceedings of the Academy of Management, 1978, San Francisco, CA.
- Yammarino, F., F. Dansereau, S. Markham and J. Alutto. "Alternative Role and Instrumentality Perception Models of Participation in Decision-Making: An Empirical Application of Within and Between Analysis," 1980 Proceedings of the Eastern Academy of Management Meetings.
- Yammarino, F., F. Dansereau, S. Markham and J. Alutto. "Subordinate Supervisor Communication Networks: An Empirical Application of Within and Between Analysis," 1980 Proceedings of the Academy of Management Meetings.
- Markham, S., F. Dansereau and J. Alutto. "Fundamental Problems in Leadership Research" in E. Miller (ed.), Proceedings of the 22nd Annual Conference of the Midwestern Academy of Management, Ann Arbor, 1980.
- Yammarino, F., F. Dansereau, J. Alutto and S. Markham. "Leadership Models of Performance Evaluation Decisions: An Empirical Application of Within and Between Analysis," Proceedings of the 1980 National AIDS Meeting, Las Vegas, November 1980.
- Yammarino, F., F. Dansereau, S. Markham and J. Alutto. "Leadership and Communication: An Application of Within and Between Analysis," 1980 Proceedings of the National Academy of Management.
- Yammarino, F., F. Dansereau, J. Alutto and S. Markham. "Performance Evaluation Decisions," in Hershauer, J. (ed.) American Institute for Decision Sciences Proceedings, 1980.
- Dansereau, F., J. Alutto and S. Markham, "To Aggregate or Not to Aggregate?" In Huseman (ed.) Proceedings of the National Academy of Management, 1980.
- Parasuraman, S. and J. Alutto. "An Examination of the Organizational Antecedents of Stressors at Work." Academy of Management Journal, Vol. 24, No. 1, March 1981.
- Parasuraman, S. and J. Alutto. "Predicting Turnover from Personal, Attitudinal and Behavioral Factors: A Multivariate Analysis," 1981 Proceedings of the Eastern Academy of Management.
- Markham, S., F. Dansereau, and J. Alutto. "An Empirical Examination of the Pay for Performance Dilemma," 1981 Proceedings of the Eastern Academy of Management.
- Dansereau, F., J. Alutto, S. Markham and M. Dumas. "Multiplexed Supervision and Leadership: An Application of Within and Between Analysis." In Hunt, J., U. Sckaran, and C. Schriesheim (eds.), Leadership: Beyond Establishment Views, Carbondale, IL: SIU Press 1981.

- Dansereau, F., J. Alutto, S. Markham and M. Dumas. "A Multiplexed Response to Professors Bass and Morely." In Hunt, J., C. Schriesheim and U. Qokaran, Leadership: Beyond Establishment Views, Carbondale, IL: SIU Press 1981
- Markham, S., F. Dansereau, J. Alutto. "On the Use of Shift as an Independent Variable in Absenteeism Research," Journal of Occupational Psychology, 1982.
- Markham, S., F. Dansereau, J. Alutto. "Group Size and Absenteeism Rates: A Longitudinal Analysis," Academy of Management Journal, 1982.
- Markham, S., F. Dansereau and J. Alutto. "Female Versus Male Absence Rates: A Temporal Analysis." Personnel Psychology, 1982.
- Markham, S., F. Dansereau, J. Alutto and M. Dumas. "Leadership Convergence: An Application of Within and Between Analysis to Validity", Applied Psychological Measurement, 1983.
- Markham, S., F. Dansereau and J. Alutto. "Absenteeism Rates as Measures in Organizational Experiments: Hidden Cyclical and Structural Variations." Review of Business and Economic Research, 1983.
- Dansereau, F., J. Alutto, and F. Yammarino. Theory Testing in Organizational Behavior: The Variant Approach. Englewood Cliffs, N.J.: Prentice-Hall, 1984.
- Dansereau, F., J. Alutto and F. Yammarino. Instructors Manual: Theory Testing in Organizational Behavior: The Variant Approach. Englewood Cliffs, N.J.: Prentice Hall, 1984.
- Parasuraman, S. and J. Alutto. "Sources and Outcomes of Stress in Organizational Settings: Toward the Development of a Structural Model," Academy of Management Journal, 1984.
- Alutto, J. and D. Coleman. "Cross-Cultural Examination of Chinese Managers" in C. Carl Pegels, Management and Industry in China. NYC: Praeger, 1987.
- Dansereau, F. and J. Alutto "Levels of Analysis Issues In Climate and Culture Research" in B. Schneider (Ed.) Climate and Culture in Organizations, Beverley Hills, California: Jossey Bass (In press)
- Alutto, J. and D. Coleman. "An Initial Examination of Changes in Managerial Job Perceptions as a Result of Economic Reform in The Peoples' Republic of China," submitted to Academy of Management Journal.

Papers In Process:

- Coleman, D. and J. Alutto. "Managerial Role Reorientation as a Response to Economic Reforms in The People's Republic of China" (expected completion spring, 1991.

- Ehrlich, S., F. Dansereau, J. Alutto, S. Markham. "All Peer Ratings are Not Created Equal: Multilevel Models of Intrarater and Interrater Variation," (completion expected fall, 1990)
- Dansereau, F., J. Alutto, F. Yammarino, S. Markham and K. Kim "Subordinates Systematic Misperceptions of Superior Behaviors: The Role of Overgeneralizing From One on One Relationships" (completion expected fall, 1990)
- Dansereau, F., J. Alutto, J. Newman, M. Dumas, S. Markham, S. Nachman, T. Naughton and F. Yammarino "An Empirical Test of the Plausibility of Individualized Leadership: Results from Multiple Longitudinal, Multi-level Studies" (expected completion spring, 1991).
- Dansereau, F. and J. Alutto, "Differentiating Between Role Taking and Role Making" (completion expected, spring, 1991).
- Alutto, J. and K. Kim, "Current Views of Chinese Managers" (completion expected fall, 1990)
- Alutto, J. and K. Kim, "Sources of Job Commitment and Satisfaction: Tests of Two Models With Managers of Chinese Enterprises" (completion expected fall, 1990).
- Alutto, J. J. Upton-Wang, J. Thomas, "Sino-U.S. Joint Venture Strategies for Addressing Human Resource Needs" (data collection underway, completion expected spring, 1991).

SELECTED PRESENTATIONS

Over forty presentations of scholarly work at national and regional professional associations during the period 1966 - 1980. Since that time presentations have included:

"Public Service and Schools of Management," State University of New York at Buffalo Council and the Buffalo and Erie Chamber of Commerce, January 1980.

"The Consequences Associated With Long Range Planning," 29th Meeting of the Middle Atlantic Association of Colleges and Business Administration, Pittsburgh, October 1980.

"Fundamental Problems in Leadership Research" (with S. Markham and F. Dansereau) presented at the 1980 Midwest Academy of Management Meetings, Ann Arbor.

"Alternative Role and Instrumentality Perception Models of Participation in Decision-Making: An Empirical Application of Within and Between Analysis" with F. Yammarino, F. Dansereau, S. Markham. Presented at Eastern Academy of Management Meetings, Buffalo, May 1980.

"Subordinate Supervisor Communication Networks: An Empirical Application of Within and Between Analysis" with F. Yammarino, F. Dansereau and S. Markham. Presented at National Academy of Management Meetings, Detroit, 1980.

"Predicting Turnover from Personal, Attitudinal and Behavioral Factors: A Multivariate

"Analysis" with S. Parasuraman. Presented at Eastern Academy of Management Meetings, May 1981.

"An Empirical Examination of the Pay for Performance Dilemma" with S. Markham and F. Dansereau. Presented at Eastern Academy of Management Meetings, Binghamton, NY, May 1981.

"The Management of Academic Careers," Eastern Academy of Management, Binghamton, NY, May 1981.

"Change Strategies: Internationalizing the Business School," American Association of Collegiate Schools of Business, Ohio State University, March 1982.

"Absenteeism Rates as Measures in Organizational Experiments: Hidden Cyclical and Structural Variation" with F. Dansereau and S. Markham. Presented at Academy of Management Meetings, Dallas, 1983.

"Organizational Participation: A Cross Validation Study" with Erik Larson. Presented at Academy of Management Meetings, Dallas, 1983.

"An Initial Examination of Changes in Managerial Job Perceptions as a Result of Economic Reform in The Peoples' Republic of China" with D. Coleman. Presented at Academy of Management Meetings, Chicago, 1986.

"University Strategies for Involvement in State and Regional Economic Development" Annual Meeting of the American Assembly of Collegiate Schools of Business, 1986.

"Strategies for Change," American Assembly of Collegiate Schools of Business, Annual Seminar for Business School Deans, 1986, 1987, 1988, 1989.

"Internationalizing Business Schools," American Assembly of Collegiate Schools of Business, Annual Seminar, 1986, 1987, 1988.

Numerous presentations (ten to twelve per year) to corporate and civic groups on trends in management education and the design of corporations in an age of rapid change and international competition.

ASSOCIATION MEMBERSHIPS

American Sociological Association

American Psychological Association

Academy of Management - Secretary, Eastern Academy, 1973-74;

Board of Governors, 1975-78 and 1980-present; Proceedings Editor, 1978 and 1979; Vice-President Program, 1978; Vice President Elect, 1979; President, 1980.

American Association for the Advancement of Science

Industrial and Labor Relations Research Association

CONSULTING AND OTHER ACTIVITIES

Served as consultant to banks, manufacturing firms, aerospace companies, health care agencies, school districts and university systems. Included on arbitrator lists of American Arbitration Association and Federal Mediation and Conciliation Service. Arbitration activities have included cases in transportation, electronics, steel, food distribution, equipment manufacturing industries and state and federal agencies. Visiting Expert on Organizational Design and Human Resource Management, National Center for Science and Technology Management Development, People's Republic of China, 1983 - present (Program co-sponsored by United States Department of Commerce and People's Republic of China). Honored by the State Economic Commission and Education Commission of the People's Republic of China for "Outstanding Contributions to Economic Modernization of China", January, 1989.

Member, U.S. Department of Commerce Advisory Board on Management Training in The Peoples' Republic of China (1985 - present)

Member, Board of Directors, Rand Capital Corp. (1986 - present)

Member, Board of Directors, Niagara Cutter, Inc. (1979 - 1989)

Chairman, Board of Directors, Health Care Plan, Inc. (1987 - present)

Member, Board of Directors, Comptek, Inc. (1987 - present)

Member, Board of Directors, Pathfinder-Heritage Mutual Fund (1987 - present)

Member, Long Range Planning Committee on the United Way of Buffalo and Erie County;
Chair, International Operations Task Force; Chair, Strategic Planning Committee (1981-1987)

Campaign Chairman, United Way of Buffalo and Erie County (\$15.8 million Campaign) 1988

Member, Board of Directors, United Way of Buffalo and Erie County (1984 - present)

Member, Amherst Chamber of Commerce

Member, Accreditation Visitation Committee, (1980-83 and 1987-90), Long-Range Planning Committee, International Business Affairs Committee, American Assembly of Collegiate Schools of Business

Member, School Board, Amherst Central School District (1981-87); President (1982-87)

Member, Executive Committee of Peter J. Schmitt Co. (1981-83)

Member, Executive Committee, Middle Atlantic Association of Colleges of Business Administration (1983-86)

Member, Board of Governors, Academy of Management (1984-86)

Member, Board of Directors, Greater Buffalo Chamber of Commerce (1980-86)

Member, Board of Directors, Pearce Electronics, Inc. (1989-90)

Recipient of Walter P. Cooke Award for Notable and Meritorious Service to the State University of New York at Buffalo, SUNY at Buffalo Alumni Association, 1990

SUNY-Buffalo Center for Management Development is the executive development and continuing education center for the School of Management

Regional economic assistance center was divided into 2 parts about three years ago:

-- Applied research activity became part of the Center for Economic Development. Applied research is public sector groups who want research done -- survey type projects (Niagara Falls tourism study, housing study, etc.).

JOSEPH A. ALUTTO

Joseph A. Alutto became Dean of the College of Business, The Ohio State University, March 1, 1991. Immediately prior to his appointment as Dean, Dr. Alutto was the Clarence S. Marsh Professor of Management at the State University of New York at Buffalo, focusing his research on Sino-U.S. joint ventures and the relationships between improvement processes and corporate performance.

Dr. Alutto also served as Dean of the SUNY-Buffalo School of Management from 1976 to 1990. He received his bachelor's degree in business administration from Manhattan College, a master's degree in industrial relations from the University of Illinois, and a Ph.D. in organizational behavior from Cornell University.

In addition to Dr. Alutto's administrative experience, he is a leading authority in managerial behavior, having published one book and more than 60 articles in academic journals such as *Administrative Science Quarterly*, *Academy of Management Journal*, *Journal of Applied Psychology*, and *Industrial and Labor Relations Review*. He pioneered the first government-funded U.S. MBA program offered in the People's Republic of China. He is currently a member of the U.S. Department of Commerce's Advisory Board on Management Training in China.

Dr. Alutto has served as a consultant to banks, manufacturing firms, aerospace companies, health care agencies and educational institutions. He serves on a number of corporate boards including Comptek Research, Inc., and has served in leadership capacities for a wide variety of voluntary organizations, including United Way, Buffalo and Erie County Chamber of Commerce and health system agencies. He is a member of the Academy of Management, American Psychological Association, Industrial and Labor Relations Research Association and American Association for the Advancement of Science.

Since his appointment at Ohio State Dr. Alutto has redesigned administrative structures in the College, expanded executive education programs, initiated a strategic planning process and new mission statement, completed initial plans for a new multi-building College complex, implemented individualized budgeting systems for faculty and established two new multi-disciplinary centers of excellence (Information Technology and Manufacturing Excellence) within the College of Business. He has also been active in expanding the College's international programs in Europe and Asia.

Mutual Interest

Winter/Spring 1991

A Publication of The Ohio State University College of Business

Joseph A. Alutto Appointed New Business College Dean

College Leadership Enters New Era

A management expert who has developed international business education programs is the new dean of the College of Business.

Joseph A. Alutto, most recently professor and former dean of the School of Management at the State University of New York (SUNY) Buffalo, took office as dean March 1, 1991.

"Joe Alutto is one of the most highly respected senior leaders in business education in this country," said Ohio State President E. Gordon Gee.

"It's always attractive to be at a world-class university such as Ohio State," Alutto says. "The College of Business has a long history of outstanding scholarship among faculty and solid academic programs which makes it attractive for an incoming dean."

From 1976-90, Alutto was dean of the SUNY School of Management. He established the first Master of Business Administration degree program in the People's Republic of China and secured \$4 million from China and the United States to fund the program for the first 10 years.

He developed programs in international management, emphasizing Mexico, Eastern



Joseph A. Alutto

Europe, Indonesia, Japan and China; and other programs in management information systems, financial institutions and markets, and health care management.

"I think there's a real need to expand the

involvement of corporate officials on a national and international basis on the Columbus campus," Alutto says.

Alutto has his bachelor's degree from Manhattan College, a master's degree in industrial relations from the University of Illinois and a doctorate in organizational behavior from Cornell.

He succeeds H. Justin Davidson, who returned to teaching in June 1989.

Gee praised the contributions of acting dean Astrid E. Merget. "I want to thank Professor Merget for her outstanding work as acting dean the past year and a half. The new dean will benefit from the strong leadership she has given in the interim."

Merget has returned to her posts of associate dean and director of the School of Public Policy and Management.

"Our ability to attract Dr. Alutto is a clear indication of the quality and direction of this University," says Gee. "He will be an outstanding asset to Ohio State. David Cole and the search committee have my thanks for a job exceedingly well done."

Alutto has "a reputation as a highly respected administrator and an impressive background of scholarship and international experience," says David Boyne, associate provost. "He also has an excellent reputation for working with faculty in identifying goals and objectives and in implementing programs to achieve them."

David W. Cole, professor of finance and chairman of the search committee, says that Alutto was the unanimous choice. The committee of faculty, students and business executives reviewed 162 candidates.

"Alutto has experience in globalization of the business curriculum; he understands the dynamics that make for excellence in graduate business programs; and he has experience in and commitment to obtaining the support of alumni, business and government constituencies and the academic community," says Cole.

Alutto had been with SUNY since 1966 and was the Clarence S. Marsh Professor of Management.

Membership Drive Continues

It's not too late to become a supporting member of the College of Business Alumni Society. Please join your colleagues who have joined a group dedicated to preserving their College heritage.

We have had a tremendous response to our initial membership campaign, which was launched this past February. Currently, almost five percent of our more than 43,000 alumni have chosen to become members of the Alumni Society.

The College of Business needs a strong and vibrant Alumni Society. The Society's charge is three-fold: to strengthen alumni affiliations as members of their classes and members of the wider College community; to increase undergraduate awareness of the Alumni Society; and to build the alumni network as a means to keep in touch with the College and each other. The \$20 you invest in the Society will help us achieve those goals.

As always, you are the key to a successful membership campaign. Thanks for your support.

World-Class Expectations for College of Business

While his views on business education will be conveyed in greater detail in the coming months, Dean Joseph A. Alutto already has commented on numerous issues facing the college. Following are brief excerpts from recently published interviews with the dean.

On improving ties with the corporate community —

"My objective is to reach a point where no senior corporate officer in the state of Ohio, or for that matter in the northern United States, thinks about management education without thinking of Ohio State. I don't think we're at that point yet. But if you look at a manifestation of how you measure success, it would be to reach that point."

"The focus ought to be on developing first-class programs ...rather than just having a large (undergraduate) number.

On size versus quality in undergraduate and graduate business education —

"The focus ought to be on developing first-class programs rather than just having a large (undergraduate) number. The same thing applies on the MBA level.

I also think there is a sense within the college that we have to develop all our

programs ourselves. We can't; it's not intellectually possible. We have to do a better job of reaching out to other segments of the university for experts."

On his expectations for the college —

"(Ohio State) is clearly a world-class business school. And there is a real opportunity to accomplish some things.

This college ought to be consistently ranked in the top 10 of all business schools and certainly in the top five in business and state universities. That's certainly the caliber of what should be in place here at Ohio State."

In This Issue

President Gee
Outlines OSU Vision Page 2

Endowment Fund
Richer by \$1 Million Page 3

Shackelford Honored
by Pace Setters Page 4

Development News Page 4

Marketing Class
Helps Business Page 5

Mason Symposium
Highlights Page 5

Faculty & Staff Notes Page 6

For the Record Page 8

Obituaries Page 8

Dean's Forum Page 9

Gee Presents Vision for Ohio State

Recognizing The Ohio State University is in an era of challenge and choice, President E. Gordon Gee on March 2, 1991, asked the university community to consider his vision as a starting point on the road of thoughtful planning.

In his vision, he told the University Senate, Ohio State will enhance the undergraduate experience, provide greater rewards for teaching excellence, and advance its interdisciplinary work, among numerous other themes.

To start the journey along this path, Gee challenged the university community to begin immediately a dialogue that will set priorities for the next decade and beyond.

Ohio State no longer can be all things to all people, he said. The university must "invest in programs that are strong and those that show promise of great achievement."

In the speech he urged Ohio State to become more than an academic institution, fragmented into separate departments and offices. As well, it must become an intellectual community in which ideas can "leap across across departmental boundaries" to advance the cause of teaching, research and service, and to give clearer focus to academic support units.

"I wish to challenge you with what I consider a fundamental issue for the University: our lack of a broad institutional perspective, a collective vision for The Ohio State University," Gee said. "We must champion a revival of learning and rekindle an intellectual community of scholars, where each person is equally a teacher and a learner."

To begin this process the president is meeting with colleges across campus in a series of "town meetings." These open forums will serve as a prelude to planning Ohio State's academic mission over the coming years. That process of academic planning will be led by Associate Provost Howard Gauthier.

At these meetings, faculty, staff and students are encouraged to participate and react to President Gee's vision for Ohio State, which includes the following:

- Teaching and research must be recognized as part of the same endeavor, and both recognized and rewarded as integral parts of the learning experience. This would include more senior faculty teaching introductory and other undergraduate courses, more rewards for teaching excellence, and a large increase in research conducted at the University.
- Ohio State should become the university of choice for

top students in the state, and out-of-state as well. More National Merit Scholars and other honors students should be recruited, as they are vital to enhancing the undergraduate experience for all students and faculty. This will require a major increase in the number of honors courses offered and greater involvement of undergraduates in research activities.

- A somewhat smaller undergraduate population should be achieved, including a larger proportion of juniors and seniors, and a slightly larger graduate population.

- Greater rewards should be established for interdisciplinary work, including making it part of the promotion and tenure process.

- Emphasis should be placed on Ohio State as a moral and ethical community, celebrating cultural, social and racial diversity, respecting a range of ideas, and promoting more dialogue within the university about issues of significance to higher education and society at large. Additionally, great attention should continue to be paid to the physical aesthetics of the buildings and grounds, reflecting and demonstrating pride in the University. An effective recycling program should be established Universitywide.
- Service, both within the Central Ohio area and around the globe, should take a more rightful place in the reward structure.

- An administrative structure should be formed that enhances scholarship rather than a structure designed because of bureaucratic convenience. Bureaucracy overall should be streamlined, duplication eliminated, and the support units designed to be as responsive as possible to the goals of the University's overall mission.

The president noted that Ohio State's vast resources have indeed been a drawing card to certain students. The multitude of academic disciplines often serves as a strength, he said. However, the University has become too divided and now needs more mechanisms for separate units to cooperate on important projects.

"The combination of great size and breadth has fed what I have come to call the 'silo mentality.' Too many see the university only in terms of a discipline, a profession, lacking connections to the larger enterprise."

This has created a university whose mission is too disparate and unfocused. To alter this course, the university must begin the dialogue that helps it plan its academic future in more

considered, thoughtful ways, he noted.

"We must start by talking to one another about what truly is important in higher education. This is the process whereby we become a stronger intellectual community — by being one."

We must champion a revival of learning and rekindle an intellectual community of scholars, where each person is equally a teacher and a learner."

— President Gordon Gee

Everyone is vital to the process, the president said, saying it will require great effort on the part of the entire university if it is to succeed. "But should a university as dynamic a Ohio State settle for anything short of this goal? Anything less than leading in the formation of an intellectual community, one dedicated to examining great issues, and doing so with a passion for life? I think not."

Non-Profit Expert Leads Public Policy & Management Seminar

The Ohio State University hosted E.B. (Burt) Knauff, a national expert in the care and feeding of nonprofit organizations, in February.

"Mega Trends of the Independent Sector: Emerging Issues for Nonprofit Organizations" was sponsored by the College of the Arts and the School of Public Policy and Management in the College of Business. The event, which was presented in the Wexner Film/Video Theater, included panel responses from Jonathon York, president of the Columbus Area Chamber of Commerce, and James I. Luck, president of the Columbus Foundation. Knauff, who is executive vice president of Independent Sector, an advocacy group for nonprofit organizations, met with a variety of campus and community leaders during a two-day residency on the Ohio State campus.

Knauff has experience in both the profit and nonprofit worlds. He served in high ranking executive positions for Aetna Life and Casualty and moved on in the 1970s to assist John Filer in the work of the Commission on Private Philanthropy and Public Needs (Filer Commission). Since 1984,

Dean Scheduled to Meet With College Alumni Statewide

Meeting with important constituencies is at the top of Dean Alutto's agenda. And no group is more important than College of Business alumni.

The dean is currently planning a series of alumni gatherings throughout Ohio as a way of introducing himself to alumni. Already scheduled are meetings in Cincinnati (April 10), Cleveland (April 18) and Dayton (May 8). Invitations to these events are being sent to all alumni in the Cincinnati, Cleveland and Dayton areas.

Looking ahead, Dean Alutto will be traveling throughout the country in the coming year. Plans are being developed to hold similar receptions in other cities where there are large contingencies of College alumni.

We hope you take the opportunity to meet the dean when he stops in your area. He has very definite ideas on business education and is eager to share his vision for Ohio State's College of Business.

Knauff has served as chief operating officer of Independent Sector. His volunteer activities have included two terms as board chair for the Citizens' Scholarship Foundation of America and board membership in groups such as the Nonprofits' Risk Management & Insurance Institute and the Junior Achievement of Central Connecticut. Knauff has written several books including *Profiles in Effective Corporate Giving Programs* and *Self-Perceptions of Effectiveness: A Survey of Nonprofit Voluntary Organizations*. He is co-author of a new book entitled *Profiles in Excellence: Achieving Success in the Nonprofit Sector*.

Independent Sector is a nonprofit coalition of more than 800 corporate, foundation and volunteer organizations. Its mission is to create a national forum to encourage giving, volunteering and nonprofit initiatives. It serves the nonprofit sector through programs and activities such as government relations, research and communications, and has been recognized for its Give Five Campaign, which asks individuals to donate five hours a week and five percent of their income to their personal causes.

College Sends Student Delegate to National Risk Management Conference

For the third consecutive year, the College of Business will send a student delegate to the prestigious Risk and Insurance Management Annual Conference in New Orleans.

Eric A. Clason, a senior majoring in Risk Management and Insurance, will be one of 14 students that the Risk and Insurance Management Society, Inc. (RIMS), invites to the conference, scheduled from April 28-May 3. Clason was nominated by Associate Professor Michael Smith.

The students are nominated from programs nationwide to the RIMS conference, which is recognized as the most educational of the many risk management and insurance-related meetings each year. The 1990 conference drew more than 5,200 participants from all phases of the industry, such as risk managers, brokers, insurance and service company executives, educators and consultants.

"It's not a strictly academic group, although the conference has good academic content," said Smith. "I know the students will get good academic work while they're at the conference, and it's nice exposure for the students. It gets them contact with risk managers well up in the organizations."

Clason will have access to a complete schedule of seminars, workshops and industry sessions on risk management, employee benefits and general management.

Smith said the appointment reflects well on the university.

"Typically a faculty member nominates the best students in the program, so there is significant competition in that field. This is the third year in a row an Ohio State College of Business student received the award. That has not happened here before."

Visting Scholar Contributes Accounting Research

Byung Taeg Cho, a visiting scholar from Korea, is working with the Faculty of Accounting to conduct research on managerial and behavioral accounting.

Cho's stay at Ohio State began in December and is scheduled to run for one year. An associate professor at WonKwang University, Cho came to the United States with his wife Ok-Hee and three children.

Cho received his Ph.D. in accounting from Han-Yang University in Seoul in 1988. His dissertation is entitled "A Study on the Selecting Criterion among Alternative Accounting Methods by Using the Information Content." Cho earned a master's degree and bachelor's degree in business administration from WonKwang University.

Student Investors Earn \$1 Million; Outperform Standard & Poor's Index

With all due respect to professional portfolio managers, finance students in the College of Business are doing quite well guiding a \$5 million portfolio — even turning a better-than-average profit. And this despite the repercussions caused by war in the Middle East and a recession at home.

Students in Finance 724 and MBA 894-B handed the university a check for \$1 million in February, after that profit level was reached on Feb. 7, as part of the Student Investment Management Program. In late 1989, Ohio State trustees entrusted \$5 million from the university's endowment fund to students to invest as any of the fund's other investment managers might do.

Through five academic quarters (and thus five different sets of managers), the class portfolio has gained more than \$1 million.

"We're beating the S&P (Standard & Poor's) 500 (index) by a quarter of a million dollars, so the classes have done quite well," said Professor Stephen A. Buser, who along with Associate Professor Anthony B. Sanders guides the undergraduate and graduate program.

"It's far exceeded our expectations," said Sanders. "In the beginning, we were hoping to just keep pace with the market. It's a very difficult chore just to manage the portfolio. The students did a terrific job."

For the year, the portfolio earned \$1,033,000 as of Feb. 15, compared to the S&P 500 Index value of \$682,000. Most of the gains were in price appreciation plus dividends and interest.

Ohio State's \$330 million endowment fund is diversified and employs managers for its fixed income and equity portfolios. The students are one of eight equity managers. Hamilton J. Teaford, chairman of the university trustees' finance committee, has said that the class had the second-highest



Students from the stock portfolio management class present University officials with an oversized \$1 million check. Media coverage of the class's progress included CNN, local TV network affiliates, the Wall Street Journal and radio personality Paul Harvey.

performance among the endowment fund's nine equity managers. He added that the \$1 million gain translates into \$50,000 of income for academic programs and scholarships.

University Treasurer Jim Nichols oversees the students' trades and can veto or change class decisions, although he has not thus far. The class advises Nichols, who has the Board of Trustees' authority to buy and sell securities. He in turn delegates authority to the class on a case-by-case basis to execute the trades.

"My philosophy is I'm interested in consistent performance over time for managers," Nichols said. "If they're not doing well over time, we're going to fire them. If they do all right over time, we'll give them more money. As you go on, if investments are not doing well, we probably will not continue giving investment money."

The students were given "Monopoly" money at first, when the experiment began three years ago. Now, the students view the most recent stock data, updated on computers. They study the stocks, make recommendations and, subject to the treasurer's

approval, give the buy and sell commands to local brokerages.

All with real money.

"This is the same experience we would get in a brokerage house on Wall Street," said senior Rick Karr, a marketing major from Dayton. "It's as much real world experience you can get in the classroom."

The class is taught to undergraduates during autumn and winter quarters, to graduate students during spring quarter and to a mixture of students in the summer.

"It's been the most exciting academic experience of my 15 years at OSU, but also the most difficult," said Buser. "There's no such thing as preparing a lecture and then presenting that lecture. Instead, you walk in and deal with current events and the agenda that's set largely by the student class."

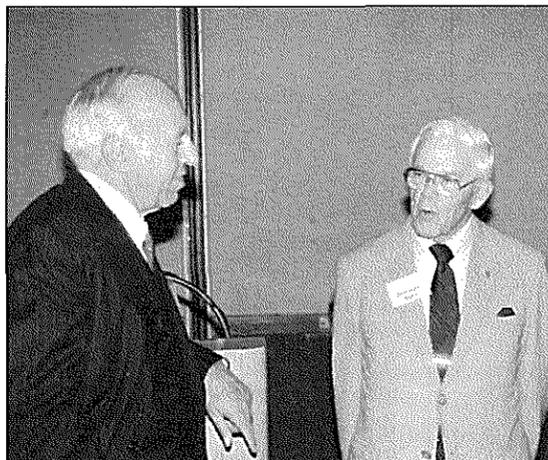
Says senior Melissa McCoy, a senior from Kettering majoring in finance: "We go on our own intuition on what stocks we think will perform best and the condition of the market. We try to correlate the two. We've tried to pick stocks that will serve as a hedge against the war news."

(from staff reports and the Daily Reporter)

First Mason Symposium Gathers T&L Practitioners

The first annual Mason Symposium on "Contemporary Issues in Transportation and Logistics" brought together key practitioners, academicians and consultants to Columbus for a two-day conference. The symposium's objective was to allow a forum whereby these experts could identify the industry's key issues and problems and offer solutions.

The Mason Symposium was named in honor of the Mason family, generous benefactors of the transportation and logistics program at the Ohio State College of Business. Raymond E. Mason, Jr. ('41, BSBA) contributed an endowment to the



Raymond E. Mason, Jr. (r), primary benefactor for the Mason Symposium, talks with keynote speaker Arthur E. Imperatore, chairman of A-P-A Transport Corporation and president of Arcorp Properties.

College of Business that established the Raymond E. Mason Professorship of Transportation and Logistics. Mason endowed the gift in memory of his father, Raymond E. Mason, Sr.

Professor Bernard J. LaLonde, who holds that professorship, was a key organizer for the symposium. For more information on the conference's proceedings, contact Professor LaLonde's office at (614) 292-0331.

State Savings Chief Chosen Executive of the Year

Shackelford To Be Honored by Pace Setters

The 1991 Pace Setters Executive Award will be presented this year to Donald B. Shackelford, chairman of the board of State Savings Bank in Columbus. Dean Joseph A. Alutto will make the presentation at the Pace Setters Awards

Banquet, to be held April 25, 1991, in the Ohio Union.

Shackelford will be the keynote speaker at the event, which will honor outstanding students from the college's undergraduate and graduate programs. Select faculty members will also receive awards for exemplary graduate teaching, undergraduate teaching, research and service.

The Pace Setters organization was founded in 1960 to encourage scholarship and leadership within the college.

Shackelford, a former United States Air Force captain, earned an MBA from Harvard



Shackelford

University in 1959. He currently is a member of the board of the fashion retailer The Limited, Inc., and the high-risk automobile and motorcycle insurer The Progressive Corporation. He is on the board of such private corporations as:

The Jeffrey Company; The Midland Mutual Life Insurance Company; Marsh & McLennan Real Estate Advisors; VJ Growers, Inc.; and Prairie Maize Company. Shackelford also is active in a number of civic endeavors.

1991 Student PaceSetters Honorees Announced

Diane E. Acker
Beverly R. Akbari
Brett M. Alexander
Sean G. Alexander
Kristin J. Anderson
Clinton M. Barker
Tara A. Barnett
Carl P. Bock
Thomas A. Caldwell
Dianne L. Carroll
Michelle A. Cassis
Thomas R. Coleman
Rhonda R. Cook
Jay A. Cooper
Michael C. Daniels
Jeffrey T. Davids
Paul M. DeSciscio
Brian K. DeVore
Tina M. Drouhard
Jill D. Dusenbury
Lesli C. Earick
Melissa D. Ekmark
Christopher L. Fountain
Karen J. Gannon
Julia M. Garard
Craig E. Gates
Craig A. Geise

Konstantinos C. Glavas
Shirley L. Graham
Janet L. Griffith
Julie L. Haas
Cardiff D. Hall
Reginald B. Hammond
S. Gregory Hatch
Cathleen A. Heffelfinger
Abigail J. Holcombe
Dianne M. Holthaus
Verlin L. Horn
Melissa J. Hsu
Matthew E. Jauchius
Keiko Kiba
Patrick J., Knott
Lewis A. Mangen
Julia M. Mangini
Elizabeth S. Means
Steven P. Merriett
James R. Metzger
Jeffery A. Meyers
Ramona J. Modica
Holly A. Neely
Sarah E. Nye
Kevin G. O'Neill
Brian D. Oates
Todd S. Painter

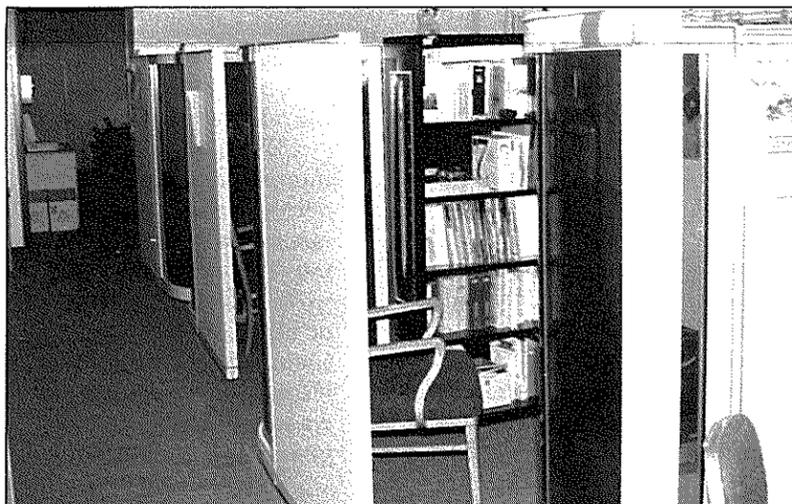
Mark A. Pelini
Marvin W. Pickrum
Christopher A. Pruzzo
Christine A. Raphael
Laura A. Rauch
Mark W. Reynolds
James K. Ritsema
Paul R. Rogers
Brian D. Rohrs
Lori A. Sarkel
Eugene E. Schied
Julie A. Schlessman
Jonathan M. Schwartz
Brian A. Sivy
Douglas M. Smith
Elaine M. Smith
Lori M. Snyder
Scott F. Stephens
Linda S. Strait
Bart M. Suver
Cheri N. Taylor
Julia Y. Wernke
James F. Whelan
Claire K. Wilson
Joseph M. Witalec
Ronald S. Wollett

Ernst & Young Donates Furniture for College Support Offices

The College of Business' Computing Services Center was the primary beneficiary of a recent office move by the Columbus office of Ernst & Young. Receiving almost \$80,000 in modular furniture, the Center transformed its Hagerty Hall offices into ergonomically efficient cubicles for staff members and student workers. Several other support staff offices also were refurbished with the equipment.

Computing Services, as the name implies, manages the micro-computer and mainframe computing systems for all College faculty and staff.

Other support staff offices that received equipment included External Affairs and the college records department.



The College of Business' Computing Services Center received a donation of office furniture from Ernst & Young.

Spires Granted \$25,000 Fellowship from KPMG Peat Marwick Foundation

Eric E. Spires, assistant professor of Accounting & MIS, was recently awarded a \$25,000 faculty fellowship from the KPMG Peat Marwick Foundation.



Spires

The grant was given in recognition of Dr. Spires' outstanding performance during a previous two-year research fellowship funded by the Foundation.

\$15,000 Endowment Will Help Preserve Banking Lectures

Students and educators have taken one more step towards the video age thanks to a \$15,000 endowment from The Simson First Foundation of Columbus.

Initiated by Theodore R. Simson ('39, BS, Accounting), the Theodore R. Simson Mortgage Banking and Banking Fund will be used to fund supplies, an operator and other materials needed to videotape presentations by prominent lecturers in the fields of mortgage banking or banking. The monies may also be used for



Simson

studies and activities relating to future competitive directions to be taken by mortgage banking firms and small community banks.

"I think video technology is an important educational tool," Simson said in explaining the intent of his gift. "From my own personal experience, people seem to get more out of a videotaped presentation than an article. Perhaps that's because we tend to skim the written words; each of us face such pressures on our time, brief glances may be all we allow ourselves."

Simson hopes that establishing such permanent collections of mortgage banking lectures will help enhance Ohio State's prestige and expertise in that area of study.

Balloonist Awarded Business Degree Posthumously

Scott D. Meeker, who died in a hot-air balloon accident in Columbus December 1, 1990, had planned to graduate from The Ohio State University during winter quarter commencement.

The College of Business plans to see that he does.

During its February meeting, the OSU Board of Trustees approved a recommendation from the college to award a bachelor of science in business administration (BSBA) to Meeker posthumously. The degree was conferred during commencement ceremonies March 22.

It is not the first time we have granted a degree like this," said Ronald L. Racster, associate dean, undergraduate business programs. "But in this case, I think it was well-deserved."

David L. Meeker, Scott's father and former director of Ohio State's School of Music, said he was overwhelmed by the university's decision.

"It sort of makes my day," Meeker said. "Scott only had three courses to go. He was so close. He had worked very, very hard to get where he was."

Scott, 26, was aboard a balloon that crashed after snagging a commercial TV tower near downtown Columbus. Three other balloonists also were killed in the accident.

Scott struggled his first two years of college and dropped out for awhile, according to his father. When he returned in 1987, he took an aviation course and wrote a paper on ballooning.

"That started his interest in ballooning," Meeker said.

The younger Meeker wanted to use his business degree to further the balloon-ride venture he opened with his father in July 1989. "The ballooning was the whole reason he was striving to achieve in school," Meeker said.

The diploma from Ohio State will be placed next to a picture of Scott in his parents' home. His mother, Michele, is an assistant director for student financial aid at Ohio State.

"This is truly representative of some of the thoughtful and caring things a big university can do," Meeker said. (from staff reports and The Columbus Dispatch)

Marketing Students Make the Grade by Using Real-World Applications

By Michael Pramik

Students in Marketing 758 don't just learn marketing research, they conduct it. And as many companies in and around Central Ohio have found, that type of learning can benefit them as well.

Assistant Professor Sundar Balakrishnan teaches several sections of the class, and his students are required to participate in a group project by actually conducting research for a company, usually in Columbus. This not only gives the students real experience, it gives the company real research benefits for free or for nominal fees.

After learning in the classroom about various ways to conduct market research, the students try their hand at the task. They pick a topic, work with a representative of the firm, and then usually develop a questionnaire for research. In class, they present and interpret the market research data, which can then be used by the firm.

The idea is not to generate customer lists for the clients, or to make money by any form of telemarketing. The concept is to provide information for companies to use for strategic decision making.

"They use a variety of research techniques — bread and butter techniques — and some other new ones," said Balakrishnan.

Balakrishnan typically furnishes suggested projects, although a student may persuade his group members to conduct research for a particular company.

One group of students taking the class during winter quarter contacted Rax market research director Jim Miller, who was looking for a way to issue more effective coupons for the restaurant. Working with a limited advertising budget, the restaurant found that the students could help him out, while he could give them a shot at real-world research.

The students who did the Rax project — seniors Melissa Bowlus, Michelle Landaker, Tom Stephenitch and Daniel Wise — developed a questionnaire and visited various Rax Restaurants to find out what type of coupon consumers would use. They used some of those "bread and butter" techniques that Balakrishnan spoke of, but they also used a conjoint analysis to test consumer coupon preferences. They created 16 prototype coupon profiles by isolating and then combining various coupon attributes, then asked the respondents to rate the coupons on a scale indicating potential usage.

Would they use a half-off coupon on a \$1.50 sandwich? Or would they prefer a coupon promising free fries for a \$1.50 sandwich purchase? The students found that Rax customers prefer straight discounts, such as a 99-cent sandwich or 50 cents off. They don't want to buy one sandwich and get another for half off.

The group also found that the ideal target market — the people who both will use coupons and visit fast food restaurants the most — is the 25-34 age group. They most often look for their coupons in newspapers and through the mail. Since Rax hasn't done much couponing by mail, this information can be useful to Miller.

"We told them to do more couponing through the mail," said Bowlus. Since they're working with a limited ad budget, they want to know what to put most of their money towards."

None of the money will go to the students

— that's a key benefit of the class for the firms. Companies may have to foot the bill for ordinary expense items such as paper or phone bills, but the research is done for free. That has Balakrishnan swamped with requests.

"There are more companies in Columbus that need research than there are market research companies available to do it," he said.

Miller agrees. He said it would have cost from three to five thousand dollars to conduct the research that his group did.

"We've never had this option before. As soon as they came along and said they wanted to do the project, I said, 'great!'"

"I've been pretty pleased with the results, and I'm eager to get another group in to continue what this group has started."

Balakrishnan speaks of another success story from the class. Riverside Hospital in Columbus contemplated running an advertising campaign to familiarize Ohio State students with its emergency service. They asked a group of marketing students to see if that would have been a good decision.

"A group of MBA students took the project and determined there was no market for Riverside's emergency service at the campus level," said Balakrishnan. "Riverside thus decided not to enter in the OSU market for emergency services."

Another winter quarter group, seniors Mark Gundler, Martin Susec and Larry Zwang, and juniors Monica Enzweiler and Jodi Fisher, worked on measuring awareness for Ohio wines. The group members developed a questionnaire and

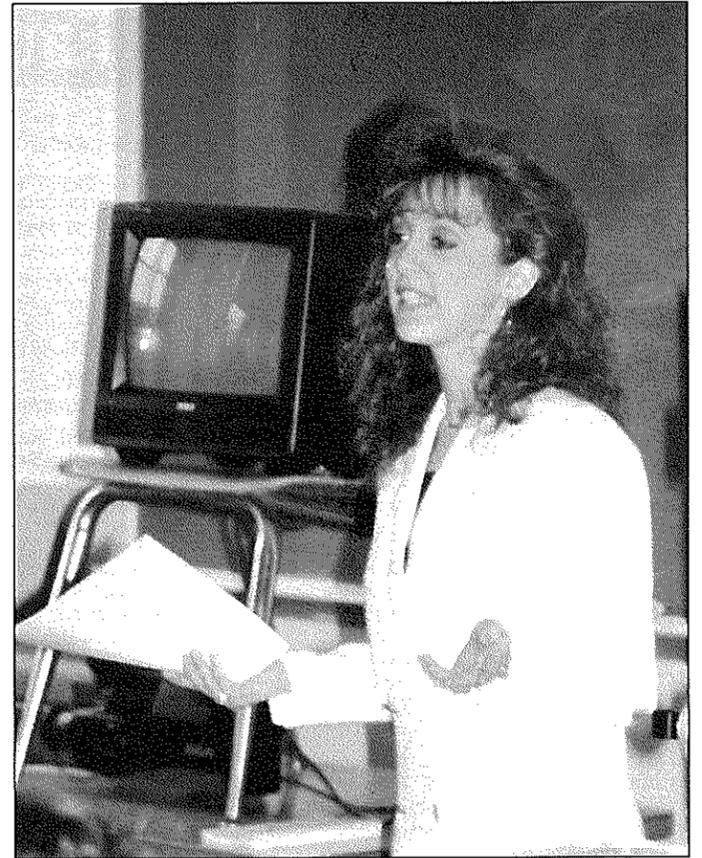
conducted a telephone survey, calling Central Ohio residents at random to determine wine buyer demographics. After they gathered information from 130 respondents, they were able to present to the Ohio Grape Industries Association information containing not only awareness levels, but also demographic data on the target market.

They found evidence to support a previous Ohio Grape Industries Program study that most Ohio wine consumers were in the 26-49 age range, were married, had some college education and made between \$15-60,000. They recommended that the Ohio Wine Association try to increase the perception of quantity and taste, the most important attributes, through advertising.

Not all projects are done for revenue-generating companies. Non-profit groups such as Faith Mission, the Columbus Zoo, Boys Club of America and the American Red Cross have seen the class as a cost-efficient way to conduct market research.

One group during winter quarter conducted an awareness survey for the university's Campus Escort Service, a program that provides rides and escorts for university students both on and off campus. The students — seniors Clint Barker, Rita Emmert, Jill Erwin, Kevin O'Neill and Mike Samson — polled 566 students to determine their awareness of the escort service. They wanted to know if the students were really using the service, and if not, why not.

They found that although the escort service had a total awareness level of 93 percent, only 7 percent of the students polled



Jodi Fisher, a junior business major, addresses a Marketing 758 class during her group's presentation of their marketing research project.

actually used the service. Also, they found that 45 percent of the users had heard about it by word-of-mouth and another 35 percent from the Lantern. Thus, promotion of the service seems to be lacking.

"We feel that instead of just having basic advertising, they should take a more eye-catching approach," says Samson. "They need to take a 'hip' approach."

"We thought they could advertise by passing out stickers people could put by their phones or give out key rings with their number on them."

The students also researched the average time students had to wait for their escort to arrive and how long other schools' average wait time was for their escort service. Bob Tumney, director of the escort service, said that information would be valuable for funding.

"When we get information from other schools, hopefully we can say that we have a shorter wait than them. Our average wait time during fall quarter was 18-22 minutes. If we found that people were waiting longer than is recommendable, we may be able to get additional funding."

The research is not the only task the students must perform. Indeed, the project in Balakrishnan's class is just 30 percent of the grade. There are still lectures to attend, tests to take.

But for many of the students, that 30 percent is the most important part of the class.

"We're happy because we get the experience," says junior Jodi Fisher, "and they're very happy to have students to help them because this type of research costs a lot of money. We're doing it for free."

Business Lecturer's Book Garners Computer Industry Accolades

Vicki C. McConnell, a specialist in management and information systems at the College of Business, was cited by *ComputerWorld* magazine for co-authoring one of 1990's top 11 computer-related books. "Computerizing the Corporation: The Intimate Link Between People and Machines," outlines a successful method for successfully implementing computer technology that relies less on experts and more on the people who will use the computers. The book was co-written by Karl W. Koch and published by Van Nostrand Reinhold.

Faculty & Staff Notes

Publications

Deborah A. Ballam, Finance, "Kelly v. Robinson Revisited: Dischargeability of Restitution Obligations in Chapter 13 Bankruptcy Proceedings," *St. Louis University Law Journal*, Vol. 34, No. 1, 1989; "The 'Willful and Malicious Injury' Exception to Discharge in Bankruptcy: An Analysis and Recommended Revision," *The American Business Law Journal*, Vol. 28, No. 1, 1990; "An Annotated Bibliography on Topics Pertinent to Undergraduate Business Law Courses," *The Journal of Legal Studies Education*, Vol. 9, No. 1, 1990; and "Federalism's Rebirth: Illusion or Reality?" *Oregon Law Review*, Vol. 68, No. 4., Spring 1990.

Henry Hunker, School of Public Policy and Management, "Our Irreplaceable Resources: The 'Why' of Historic Preservation," *The Torch*, Vol. 62, No. 2; "Preserving our Past," 1990 *Greater Columbus Office & Business Parks Journal*; "A City Without a Memory," *Landmark News*, Dec. 1989/Jan. 1990.

David Mayers, Finance, co-author Clifford Smith Jr., "On the Corporate Demand for Insurance: Evidence from the Reinsurance Market," *Journal of Business*, Vol. 63, No. 1, pt. 1, 1990.

Douglas Schroeder, Accounting and MIS, "Analysts' Use of Managerial Bonus Incentives in Forecasting Earnings," *Journal of Accounting and Economics*, May 1990, co-author is Kyungho Kim, California State University at Los Angeles.

Hasan Pirkul, Accounting & MIS, "MIS: Tool or Toy?" *MIS Quarterly*, Vol. 12, June 1990; Expert Systems vs. Systematic Expertise," *The Journal of MIS*, Vol. 23, July 1990.

Grants

Charles Adams and David Landsbergen, Public Policy and Management, \$88,243 U.S. Department of Health and Human Services Grant for a study on the court-agency relationship in eight urban counties in Ohio and nationally on the issue of child support.

Andrew D. Bailey, Jr., Accounting & MIS, \$36,000 Peat Marwick Foundation Research Opportunities in Auditing Grant for "Qualitative and Causal Reasoning in Auditing: A Step Beyond Expert Systems," co-investigators are Andrew B. Whinston and Benjamin Kuipers, University of Texas, Austin.

Margie Bogenschutz, Career Development Services, \$10,000 Kraft Grant.

Patricia Byrnes, Public Policy and

Management, University Seed Grant.

P.C. Chu, Accounting and MIS, \$14,000 University Seed Grant for "Estimating Block Selectivity Measuring Clustering Effect."

David A. Collier, Management Sciences, \$25,000 Ameritech Faculty Fellowship to study service quality in the telecommunications industry.

Lawrence Fink, Finance, 1990-91 NDFP fellowship award.

Jeffrey D. Ford, Management and Human Resources, \$62,732 Cleveland Foundation Grant for "Development of a Management Design Program."

James T. Goode, Management and Human Resources, \$200,000 Northeast Asia Council Association for Asian Studies Grant for "Japanese Adjustment to Competitive Decline."

Julia Grant and Robert J. Bricker, Accounting and MIS, \$1,000 University Small Research Grant for "Usefulness of Induced Risk Preferences in Experimental Research"; and \$16,000 University Seed Grant for "The Professionalization of Auditing: An N-Person Social Dilemma Model and Experiment."

Ronald Huff and Martin Jenkins, Public Policy and Management, \$48,555 Ohio Department of Youth Services Grant for "Assessment and Evaluation of Regional Offices."

Henry Hunker, Public Policy & Management, \$24,000 for Patricia Roberts Harris Public Service Education Fellowships.

Jae-Oh Kim, Accounting and MIS, \$1,000 University Small Research Grant for "On the Role of Financial Accounting Information in Capital Markets"; and \$995.10 College of Business Seed Grant for "Effect of SFAS No. 86 on the Relationship Between Reported Earnings and Security Prices."

Roy J. Lewicki, Graduate Business Programs and Executive Education, with T.W. Milburn, Mershon Center for Education, and J.R. Josephson, Computer and Information Science, \$9,293 National Institute for Dispute Resolution for "The Development of an Artificial Intelligence Model of Mediation of Conflict."

David Mayers, Finance, co-investigator with Clifford Smith Jr., University of Rochester, \$6,000 research grant, the Garn Institute of Finance, University of Utah.

Waleed Muhanna, Accounting and MIS,

\$13,800 University Seed Grant for "An Environment for the Support of Modeling Activities in Organizations."

D.B. Patton and H.R. Bobbitt Jr., Management and Human Resources, \$20,000 Labor-Management Partnership Program (a regional center for the advancement of labor-management cooperation).

Hasan Pirkul, Accounting & MIS, \$5,810 SPRIG grant.

Ronald L. Racster, Business, \$50,000 Ohio Department of Commerce Grant for "Increasing the Research Capability of the Center for Real Estate Education and Research"; and \$20,520 Ohio Department of Commerce Grant for "Current Issues in Managing a Real Estate Company or Office."

Eric E. Spires, Accounting & MIS, \$25,000 KPMG Peat Marwick Foundation Research Opportunities In Auditing Grant for further research on the reliability of auditing procedures.

Nila Whitfield, Professional Practice Program, U.S. Dept. of Education, Title VIII grant totaling \$500,000 to expand the co-op and intern program in 1990-91 with four-year renewal.

Books

Sven Lundstedt, Public Policy and Management, "Telecommunications, Values and the Public Interest" (Ablex Publishing Company).

John Blackburn, Finance, co-authors Elliot Klayman and Martin Malin, "The Legal Environment of Business" (4th ed. Richard D. Irwin Co.).

Recognition/Service

Charles Adams, Public Policy and Management, appointed to the Child-Support Advisory Board, Center for Human Resource Policy, the Urban Institute; member of the Ad Hoc Committee on Doctoral Education of the National Association of Schools of Public Affairs and Administration.

Deborah A. Ballam, Finance, Pace Setters Outstanding Undergraduate Faculty Award; given Sigma Chi's Outstanding Faculty Award for 1990; appointed articles editor of *The Journal of Legal Studies Education*.

Deborah Bibb, named director of the Minority Assistance Program.

John Blackburn, Finance, MHR, elected vice president of the Tri-State Regional of the American Business Law Association.

Roger Blackwell, Marketing, chosen as Alpha Kappa Psi's College of Business Teacher of the Year.

David Brandon, Finance, awarded the Merde Prize of the American Finance Association for outstanding contribution to the field of Finance.

Thomas J. Burns, Accounting and MIS, honored for developing the New Faculty Consortium sponsored by the American Accounting Association.

Martha Cooper, Marketing, selected as one of nine professors in the U.S. and Canada to receive a fellowship to the International Intermodal Expo conference in Atlanta, May 1990.

Frank Gibson, Finance, winner of Tri-State Regional of the American Business Law Association's Distinguished Service Award.

Cindy Haidle, Public Policy and Management, named chairwoman of the Careers and Marketing Committee of the National Association of Schools of Public Affairs and Administration.

Curtis P. Haugtvedt, Marketing, served as chair of the 1990 Division 23 (Society for Consumer Psychology) program at the annual meeting of the American Psychological Association in Boston.

Ronald Huff, Public Policy and Management, appointed to the National Policy Committee of the American Society of Criminology and to the Franklin County Community Corrections Board.

Henry Hunker, School of Public Policy and Management, elected chair of the Ohio Historic Site Preservation Advisory Board; appointed to the Board of Commission Appeals, City of Columbus, by Mayor Dana Rinehart; and elected to advisory committee of The Ohio Municipal League for its program on The Challenge of a New Century: The City in the Year 2030.

Martin Jenkins, Public Policy and Management, member of the Conference

Planning Committee of the Council for Ethics in Economics, Columbus.

Janina C. Latack, Management & Human Resources, invited to serve on the Editorial Board of the *Academy of Management Review*.

Roy Lewicki, co-author Gay Spencer, Best Paper Award at the International Association of Conflict Management meeting for "Ethical Choices in Negotiation"; member of the Editorial Advisory Board of the Jossey Bass series on Negotiation and Dispute Resolution, 1990; chairman of the Selection Committee for the National Doctoral Fellowship Program, sponsored by the American Association of Collegiate Schools of Business and the Graduate Management Admissions Council, 1990; is chairman of the Honesty Project of the Columbus Council on Ethics and Economics, 1990-91.

Sven B. Lundstedt, Public Policy and Management, initiated and helped organize the first Ohio Roundtable on Ohio and the Global Economy.

Hasan Pirkul, Accounting and MIS, served on the editorial board of "Computers and Operations Research," 1990.

John D. Stegman, Management Communication, reappointed to the Graduate Studies Committee of the Association for Business Communications at the international convention, Las Vegas, November 1990.

Rene M. Stulz, Finance, awarded Prix Pompidou by the Committee Couteau de la Arme Suisse for significant contributions to the discipline of Finance; serving as advisory editor of "Global Finance Journal" and associate editor of *Journal of International Financial Management and Accounting*.

Nila Whitfield, Professional Practice Program, elected secretary of the Ohio State Council, Society for Human Resource Management Association.

Presentations

Margie Bogenschutz, Career Development Services, presentation: "Unity in Diversity: Campus Career Networks," co-presenter was Joe Cicala, Syracuse University, and "Students' Perceptions of Ethics in Job Search," co-presenter was Eric Anderson, Ohio Dominican College, both at the American College Personnel Association conference, St. Louis, April 1990.

Henry Hunker, School of Public Policy and Management, lecture: "Changing Economic and Geographic Conditions for Development in Ohio and the Midwest," Ohio Basic Economic Development Program, Columbus, March 26, 1990; slide presentation: "Historic Preservation," Ohio State University Retirees' Association, Columbus, April 3; lecture: "Economic Development in a Changing Society," Southern Industrial Development Council, Georgia Tech University, Atlanta, April 13; moderator: Ohio Historic Preservation Office, 1990 Statewide Conference, "Taking the Lead," Columbus, May 11; keynote address: "Historic Resources: Balancing History and Development," The University Learning Guild Series on "The City as a Culture," Columbus, May 3; session leader: "Columbus: 2000 and Beyond," The University Learning Guild Series on "The City as a Culture," Columbus, June 9.

Martin Jenkins, Public Policy and Management, presentations: "The Care and Feeding of Boards," Central Ohio United Way Agency, Columbus, October 1990; and "Transformation: Its Implications for Leaders and Followers," Ohio Continuing Higher Education Association, Dayton, July 1990.

Douglas Jones, Public Policy and Management, presentations: "Control of Capital Expenditures by Utilities," Canadian Association of Members of Public Utilities Tribunals, Prince Edward Island, Canada, September 1990; "Publishing the Pentagon Papers: Grandstanding or Grand Service," Kiplinger Fellows at Ohio State School of Journalism, October 1990; and "Regulation and the Traditional Social Contract" at the Canadian Association of Members of Public Utility Tribunals

Student Receives Lennox Industries Academic Scholarship

Troy Gaerke, a junior in accounting at the College of Business, has been awarded the Lennox Industries Academic Scholarship. He will receive \$750 and an opportunity to work as a summer intern at Lennox's Eastern Division headquarters in Columbus.

Gaerke has a 3.84 grade point average and is a member of the Ohio National Guard.

Lennox created the scholarship to recognize and encourage academic



Bob Caster (right), Lennox vice president/general manager, awards College of Business student **Troy Gaerke (center)** the Lennox Academic Scholarship as **Jay Yutzey**, director of undergraduate student programs for the College, looks on.

excellence in higher education. Scholarship candidates must have a minimum GPA of 3.25. They are selected for their academic and extracurricular achievements.

Business College Names Gingrich to Head Career Placement

The Ohio State University College of Business has named Denise D. Gingrich to head the College's Career

Development office as associate to the dean. She will supervise both undergraduate and graduate placement programs, as well as the professional practice internship programs. Career development serves more than 2,200 undergraduate and more than 600 graduate students at the college.

"My initial goal is to strengthen the internal structure for related career programs and increase visibility and student usage in the Career Development Center," Gingrich said. "As a



Gingrich

result, we will be better able to continue to serve employers and increase the receptivity and involvement with individuals and organizations outside the campus community. Preparing our students and fostering good employer relations are key priorities."

Gingrich previously held the post of manager of college relations for ICI Americas, Inc., the world's fourth-largest chemical company, headquartered in Wilmington, Delaware. Prior to that she was director for the Career Development Center at Bucknell University.

Her corporate college relations expertise is evidenced by numerous presentations at national and regional recruiting conferences and extensive experience as spokesperson for college outreach programs.

continued from previous page

4th Annual Regulatory Educational conference, Lake Louise, Alberta, Canada, May 1990.

Edward J. Kane, Finance, presentation: "Incentive Conflict in the International Regulatory Agreement on Risk-Based Capital," second annual Pacific-Basil Finance conference, Bangkok, Thailand, June 1990.

Howard J. Klein, Management and Human Resources, presentations: "The Setting of Goals in Group Settings: An Investigation of Group and Goal Processes," National Academy of Management, Washington, D.C., August 1990. Co-presenter: Paul W. Mulvey; "Predicting Goal Choice, Commitment and Performance With Valence, Expectancy and Efficacy Expectations and Motivational Force" and "Manipulating Goal Commitment by Altering Expectancy and Attractiveness Beliefs," co-presenter was Patrick M. Wright, Texas A&M University, both at the fifth annual convention of the Society for Industrial and Organizational Psychology, Miami, April 1990.

Bernard J. LaLonde, Marketing, presentations: "Telecommunications in Distribution Systems," Symposium on Telecommunications as a Competitive Advantage, Ohio State University, November 1990; "Management Challenges in the Rapidly Changing Logistics Environment," study tour of Japanese business people from Tokyo, Columbus, August 1990; "Reconfiguration of Logistics," Management Executive Development Seminar, Michigan State University, September-October 1990; "Profits in the Year 2000," Executive Program on Transportation Profit Strategy, Northwestern University, October 1990; "Unique Customer Demands," third annual American Railroad Conference, Washington, D.C., November 1990; and "Customer Service in a Health Care Setting," administrators and staff of Marion General Hospital, Marion, November 1990.

Roy Lewicki, Graduate Business Programs and Executive Education, presentation: "Evaluating an Executive MBA Program," American Association of Collegiate Schools of Business, National Workshop on Executive MBA

Programs conference, San Antonio, Texas, October 1990; conducted workshop on negotiation skills for foundation officers and executives from the Council on Foundations, Cleveland, October 1990.

Sven B. Lundstedt, Public Policy and Management, presentation: "Ohio's Economic Stake in Less Developed Countries," First Ohio Roundtable on Ohio and the Global Economy, Columbus, April 1990.

David Mayers, Finance, Firestone Visiting Professor at Kent State University, Jan.-May, 1990; seminar: "Repurchase Tender Offers and Earnings Information," University of Texas-Austin, Oct. 12, 1990; seminar: "Managerial Vote Ownership and Shareholder Wealth: Evidence from Employee Stock Ownership Plans," at OSU Workshop-Faculty of Finance, Nov. 11, 1990; at Baruch College, Nov. 28; at Arizona State University, Nov. 20; and at USC/UCLA, Dec. 7.

Marcus H. Sandver, Management and Human Resources, presentations: "Historical Evolution of Strike and Picketing Regulation in Oregon," University of Oregon Industrial Relations Symposium, February 1990; and "Conceptual Foundations of the Labor Movement: A Comparison of American and Turkish Experiences," 41st annual Social Policy conference, Istanbul University, February 1990.

Eric E. Spires, Accounting and MIS, presentation: "The Interactions Between Control Importance and Tests of Controls in Auditors' Control Reliance Decisions," annual meeting of the American Accounting Association, Toronto, August 1990.

John Stegman, Management Communication, presentations: "Takeovers, Language and Big Bear," international meeting of the Association for Business Communication, Las Vegas, November 1990; and "Not in my Backyard: Managing Our Garbage and Hazardous Waste," Stark Technical College, Canton, October 1990.

John Wanous, Management and Human Resources, presented a symposium titled "The General Motors-United Auto Workers-OSU research project" at the meeting of the Society for Industrial/Organizational Psychology in Miami, Fla., April, 1990.

Professional Practice Awarded \$100,000 Federal Grant

One of the College of Business' most successful programs has just gotten better. The Professional Practice Program, which assists undergraduate students in identifying internship and cooperative education opportunities, has received a \$108,132 grant from the U.S. Department of Education. Additionally, the program has been recommended for five years of funding. Competition for the grants was intense. Of the 1,000 business schools offering co-op programs in the United States, only 53 were federally funded this year.

A direct result of the grant is the addition of Mindy S. Kannard, who has joined the Professional Practice Program as assistant director. Kannard has been at Ohio State for eight years, as an academic

advisor and, most recently, as a career counselor in the Career Development Office for the University.

According to Professional Practice Director Nila J. Whitfield, Kannard's addition will help the program achieve its potential. "We will be utilizing Mindy to help the program from its current rate of 1,200 placements per year to more than 50 percent of the college enrollment being involved by 1995." Current undergraduate enrollment is more than 3,300 students.

Whitfield notes that current audiences not yet fully tapped include small to medium-sized business and contacts Professional Practice alumni can provide. Former interns and co-op graduates who have changed companies from their initial placement should provide new employer

leads for the program, Whitfield says.

Other activities funded by the grant include outreach on campus to minority and students with disabilities, increased visits to participating (and) potential employers, offering a one-day workshop for employers in May 1991, and increased visibility during summer freshmen orientations.



Nila J. Whitfield (l), director of the College of Business Professional Practice Program and newly appointed Assistant Director Mindy S. Kannard.

Sexton Appointed to State Business Council

Donald L. Sexton, professor and the William H. Davis Chair of American Free Enterprise System for the College of Business, has been appointed to the Ohio Small Business and Entrepreneurship Council.



Sexton

The Council resulted from an initiative from State Representative William B. Schuck.

"Ohio has no formal way of integrating the needs of small and entrepreneurial businesses into the making of public policy," Schuck said. "In light of the fact that most new jobs and substantial innovation come from these sectors, this is a significant deficiency in the state's economic development efforts."

Schuck hopes that expertise provided by Sexton and other experts on the panel will help formulate effective programs.

Collier Named Examiner for National Baldrige Quality Awards

Professor David A. Collier, associate professor of Management Sciences, was nominated and selected to be an Examiner for the 1991 Malcolm Baldrige National Quality Award.



Collier

The Baldrige Award was created by an act of Congress to recognize excellence among American companies. Federal Express and the Cadillac Division of General Motors are recent winners.

Dr. Collier attended the examiner's school in March. According to Collier, the Baldrige experience ties in well with his research, book writing and teaching interests.

For the Record

1948

William Resnick, vice president — taxes, E.I. DuPone De Nemours & Co., Wilmington, Del.

1950

James N. Ebright (J.D. '52), retired senior vice president & general counsel, Ashland Technology Corp., Los Angeles.

1956

Ronald L. Bauman, retired education services director, U.S. Air Force, Wright-Patterson AFB, Ohio.

1958

Frank A. Calzone, vice president and treasurer, Texas A&M Research Foundation, College Station, Texas.

1963

William Rudner, president, Dabe-Rudner-Vollmer CPA's, Inc., Canton, Ohio.

1967

Mary Alice Hines (Ph.D. '67), published her 27th book, *Global Corporate Real Estate Management*; appointed chairman of the Long-Range Planning Committee of the First Presbyterian Church of Topeka, Kansas.

1968

Harold L. Brown, information systems manager, El Camino Hospital, Mountain View, Calif.
Thomas M. Hines (M.A.), executive deputy commissioner, New York State Dept. of Labor, Albany, N.Y.

Donald W. Pritchard, locomotive engineer, Conrail Corporation, Cleveland.

1970

Thomas D. Rector, vice president of sales & marketing, International Multifoods, Riverside, Calif.

1974

Edwin J. Gordon, assistant director, Howard University Press, Washington, D.C.

1976

Cheryl L. Alford, attorney, elected to board of directors of Citizens Bank & Trust, Eastman, Ga.

Robert W. Geis, elected Santa Barbara County Auditor-Controller, Santa Barbara, Calif.
Charles C. Walcutt (MBA, '76), regional sales manager, Valmont Industries, Valley, Neb.

1977

Scott B. Shubert, president, Banque Street Financial, Inc., Gates Mills, Ohio.

1979

Ned Radjenovich, international sales manager, Quality Tubing, Houston.

1980

James L. Jordan, general manager, American Paging of Wisconsin, Appleton, Wisc.
Carlile B. Marshall (MBA, '80), law clerk, Tax Court of New Jersey, Hackensack, N.J.

1981

Timothy R. Wright, senior director, marketing planning, DuPont-Merck Pharmaceutical Co., Wilmington, Del.

1982

Craig W. Philips (MBA, '84), group product director, Schering Plough International, Kenilworth, N.J.

1983

Steven B. Berzon, systems staff analyst, Allstate Insurance Co., Northbrook, Ill.

Kent R.

Powell, president, Liberty Properties, Inc., Wilmington, Oh.



Powell

1984

Charles W. Graham, area sales manager, Square D Company,

Charlotte, N.C.

Nancy E. Reed, national promotion manager, Chiquita Brands, Inc., Cincinnati, Ohio.

1985

Velemir "Willi" Cicin, executive vice president, A.B. Laffer, V.A. Canto Associates.

Tod R. Kidman, general manager, Columbus branch CEO, Crown Temporary Services, Columbus, Ohio.

Dana C. Mack, state manager of Illinois, CC Home Lenders Financial, Schaumburg, Ill.

Nancy L. Mead, marketing manager, commercial services, Checkfree Corporation.

Timothy S. Pettus, sales service representative, UNUM Lift Insurance Co., Atlanta.

Diane Boxwell Thomas, labor relations coordinator, Exxon Chemical Co., Linden, N.J.

1986

Michael J. Abel, sales

representative, SmithKline Beecham Pharmaceuticals, Lorain, Ohio.

Harold G. Buchanan II, manager, Houston office, Arthur Andersen.

Valerie L. Lockhart, realtor-associate, Century 21 Lawrence Associates, Jupiter, Fla.

John L. Payne, master production scheduler, Showa Aluminum Corporation of America, Mount Sterling, Ohio.

Bernard Alphonse

VanAntwerp, sales representative, The Cold Heading Co., Detroit.

Gary Alan Weir, programmer/analyst, PMI — Food Equipment Group, Troy, Ohio.

Deborah K. McBrayer Wilson, professional sales representative, Allergan Optical, Baltimore, Md.

1987

Cheryl L. Cott, assistant vice president, NBD Bank, N.A., Detroit.

Bosworth Selected for Wexner Center

Adrienne Bosworth, ('77, MBA) managing editor of *Columbus Monthly*, has been named director of audience development and communications of the Wexner Center for the Arts.

"I consider the Wexner Center the most exciting cultural institution in the United States," Bosworth said. "I believe in it, and I am thrilled to have the job of making believers out of everyone else."

Bosworth is also a graduate of Ohio State's School of Journalism. She has been associated with *Columbus Monthly* since 1975, coordinating its arts coverage.

Accounting Grad is Named Executive VP

Clifford D. Aiken ('80, BSBA) has been named executive vice president and chief executive officer for Pizzuti Development Inc. of Columbus.



Aiken

A certified public accountant, Aiken will also serve as vice president of Pizzuti Inc. and its subsidiaries Pizzuti Management Inc. and Pizzuti Realty Co.

Ph.D. Graduate Honored by USC

Thomas W. Lin ('75, Ph.D.) was named the Accounting Circle Professor of Accounting at the University of Southern California in September 1990.

The Accounting Circle Professorship was established by the Board of Directors of The Accounting Circle in 1988. It is the only professorship ever funded by a support group in the history of the USC School of Business Administration.

Upon completion of his doctorate at Ohio State, Lin went to Southern California. He was the School of Accounting's faculty research scholar from 1984-87, director of doctoral studies in accounting from 1982-86 and served on the board of directors of The Accounting Circle from 1986-88.

Dr. Lin teaches managerial accounting. He has published more than 60 scholarly and professional articles.

Shepherd Establishes First Mens' Basketball Scholarship

The first endowed scholarship fund to benefit the men's varsity basketball team at The Ohio State University will be created with a gift of \$100,000 from Cincinnati business alum John M. Shepherd ('59, MBA).

Shepherd, who is chairman of Shepherd Chemical Co. and Shepherd Color Co. of Cincinnati, also received his bachelor's degree in ceramic engineering from Ohio State in 1958.

In announcing Shepherd's gift, Ohio State Director of Athletics James L. Jones noted that, though similar endowments have been created in other sports, this will be the first fund of its kind at Ohio State for basketball.

Shepherd is a member of the Dean's Advisory Council for the College of Business and The Presidents Council.

Sung Earns Beta Gamma Sigma Fellowship

Former president of the Beta Gamma Sigma chapter at The Ohio State University College of

Business, Steven Tao-Heng Sung

('90, BSBA), is the 1990-91 Beta Gamma Sigma National



Sung

Doctoral Fellowship recipient. Sung, an honors graduate, is pursuing a doctorate in accounting at Carnegie Mellon University.

An undergraduate accounting major, Sung was a member of the Ohio State Pace Setters Club, which recognizes the College's top students.

Sung credits Dr. Thomas J. Burns, from the faculty of accounting, with influencing him to pursue a business school faculty career.

Rockey Named to Newly Created Levi Strauss Presidency

Robert D. Rockey ('62, BSBA) has been named to the newly created position of president, U.S. Marketing Division of Levi Strauss & Co.

Formerly president of the men's jeans division, Rockey's new position puts him in charge of U.S. distribution for the international clothing manufacturer. Aligning distribution with the company's U.S. marketing divisions, Rockey's primary responsibility, will allow the Levi Strauss to provide retailers with improved customer service.

Gene M. Olverson, territorial office underwriter, Continental Insurance Co., Canton, Ohio.
Guy M. Ruwe, coordinator, production planning, Heinz Pet Products, Cincinnati, Ohio.
Kimberly M. Torco, assistant vice president, Commercial National Bank, Kansas City, Kansas.

1988

Timothy A. Burns, lead agency information systems analyst, Nationwide Insurance Co., Columbus, Ohio.
Joseph K. George, marketing manager, Ohio Auto Auction, Columbus, Ohio.
Michelle N. Girgis, statistical analyst, Zurich-American Insurance Group, Schaumburg, Ill.
Alan R. Laduke, receiving/inventory control supervisor, Concepts USA, Cincinnati, Ohio.
Scott M. Latsa, field staff, Campus Crusade for Christ, Kent, Ohio.
Ronald L. McDaniel, director of training, The Ink Well of America, Inc., Columbus, Ohio.
Rebecca Mrkva, personnel officer, The Columbus Dispatch, Columbus, Ohio.

1989

Kevin Patrick Casey, sales engineer, Premix, Inc., Ashtabula, Ohio.
Mia M. Lewis, financial analyst, Voyager Group, Inc., Jacksonville, Fla.
David B. McAllister, consultant, Andersen Consulting, Columbus, Ohio.
Martin J. Roesch, commercial lines underwriter, Prudential-LMI Commercial Insurance Co., Mansfield, Ohio.
Randal I. Rombeiro, financial analyst, Therm-O-Disc, Inc., Mansfield, Ohio.

1990

James R. Benson, financial management program, General Electric, Schenectady, N.Y.
Robert Buongiorno, financial services representative, IAG Federal Credit Union, Rye, N.Y.
Michelle L. Galyk, coordinator-technical administration, Honda R&D North America, Inc., Marysville, Ohio.
Scott T. Lemmon, retail marketing accountant, BP Oil, Cleveland.
Todd L. Pflaumer, assistant manager/marketing, Signature Inn Northeast, Cincinnati, Ohio.

Obituaries

Kohler: Key Diplomat During Missile Crisis

Foy D. Kohler ('31, BSBA), the diplomat whose tour as the United State Ambassador in Moscow was only weeks old when the Cuban missile crisis began, died in Jupiter, Fla. He was 82 years old.

Kohler, a Soviet specialist and former director of the Voice of America, was Assistant Secretary of State for European Affairs when President John F. Kennedy sent him to Moscow in the summer of 1962.

In the days leading up to, as well as during the October missile crisis, the Ambassador was a conduit in the mostly backstage diplomacy that allowed Soviet leader Nikita S. Khrushchev to climb down from his public position and recall the missiles.

Kohler entered the Foreign Service immediately after graduating from Ohio State.

He left politics in 1967 and spent the next decade teaching at the University of Miami's Graduate Center for Advanced Foreign Studies.

Emeritus Professor Served College for 31 Years

J. Brooks Heckert, a faculty of accounting emeritus professor, died at the age of 91.

Dr. Heckert, who earned degrees from Kansas Wesleyan University, University of Kansas and the University of Chicago, was former president of the National Accounting Association (1952-53). He also was one of the founders of the Columbus chapter. Heckert wrote six textbooks on business, including: *Controllership—the Work of the Accounting Executive* and *Distribution Costs*.



Dean's Forum

It has been a very real pleasure to join the College of Business. The

breadth of high quality programming in the College is truly impressive and provides a very sound base for future development. Certainly the interest President E. Gordon Gee has expressed in the College will prove invaluable in the years ahead. Nevertheless, since I have been "on the job" for only a short time I really am not prepared to put forth a specific plan of action for the College. Instead, I would like to use this opportunity to simply set forth some aspects of my own administrative and educational philosophy that I believe will be reflected in the very plans I will be discussing with you shortly.

To begin with, as my own research and teaching interests have taken me into the areas of quality control and corporate improvement processes I have been consistently impressed with a rather simple observation. That is, it takes almost as much energy, effort and talent to make an organization mediocre as it does to make it excellent. The differences between colleges and businesses seen as average and those generally believed to be outstanding tend to be reflected in greater commitments to, and focus on, a clear set of limited goals. Less successful organizations dissipate similar levels of resources trying to be all things to all people. The very best organizations use their resources to be the most successful at producing a limited number of products or services. I

believe that the College of Business must better focus its efforts on fewer programs and activities and constantly strive to keep these on the leading edge. I will be working to make certain that we do not value breadth of activities over that of true excellence.

Related to this is the notion that the strength of a College resides in the faculty, staff, students and alumni. A dean's role is to fully involve each of these stakeholders in the overall governance of the College and, thereby, increase the level of innovation found within College programs. My function will be to create the necessary processes and structures to accomplish this while also guaranteeing that we continuously evaluate our effectiveness in terms of real goal attainment rather than simply in terms of continuing to commit resources to past activities. A dean's role is to lead through the creation of a vision, the development of implementation strategies and the constant assessment of effectiveness that leads to appropriate innovation. I certainly hope to set a tone and climate within the College that will allow us to fully utilize the many talents found among faculty, staff, students and alumni — not an easy task but one that is essential to our future.

It is also important to note that as a professional school it is absolutely critical that we have very active and supportive interactions with the corporate community. That does **not** mean simply that we call on that community for financial support. Instead it means that we must

begin all our activities on the assumption that we must know and understand the critical problems facing managers at all levels in the public and private corporate sectors. In operational terms this means involving executives in key advisory boards for the College and its many programs. When requesting such involvement the College must also accept the responsibility for actually listening to feedback received and spending the necessary time to make certain that the reasons for any final action are fully understood by all participating parties. It **requires** the College to be active in executive education as well as our more traditional undergraduate, masters and doctoral educational programs. Executive education is the most effective vehicle for ensuring that faculty are fully aware of emerging issues in management and guaranteeing that managers at all levels become acquainted with critical information flowing from significant faculty research. Particularly as corporations begin to focus on greater efficiency in continuous skill enhancement, I believe the educational innovation transfer cycle will increasingly be from executive education programs to degree programs rather than the reverse, as has been the case in the past. I fully intend to make certain that the College is seen as a major contributor to executive education and that all other aspects of our programming benefit from this initiative.

Implicit in the above is the fact that I believe strongly in the principle of mutual

accountability. Faculty must be held accountable for their use of institutional resources and they in turn must hold the dean accountable for stewardship and other leadership-related outcomes; students should hold faculty and staff accountable for the provision of appropriate levels of instruction and support while faculty and staff must hold students accountable for individual and collective performance; alumni should hold the College accountable for successes and failures in achieving agreed-on objectives, but the College should hold alumni accountable for the levels of support, financial and otherwise, provided; corporations should hold the College accountable for the quality of teaching as reflected in the quality of our graduates and programs, but must in turn be held accountable in terms of financial support levels and willingness to become involved in program developments. In other words, if we are to achieve true distinction and excellence there can be no "free rides." I am very comfortable in such an environment and hope that I can create conditions in the College such that everyone thrives on that basis.

Obviously this is an exciting time for me and I believe the opportunities before us should generate considerable excitement among alumni. I am looking forward to working with you in the years ahead, sharing ideas, creating new approaches and experiencing true joy from the achievements of our College of Business.

The Ohio State University
College of Business
1775 College Road
Columbus, Ohio 43210

Non Profit Org.
U.S. Postage
PAID
Columbus, Ohio
Permit No. 711

For the Record

I have enjoyed reading the articles in this publication. For the record, I would like to share the following information about myself (please limit to achievements obtained within last six months):

Job Promotion or Career Change

(Job Title)

(Company Name)

(City, State)

Honors/Civic Involvements/Organizational Offices

Please complete and return to: *Mutual Interest*, College of Business,
1775 College Road, Columbus, Ohio 43210

Name _____
(First) (Middle Initial) (Last)

Home Address _____

(Please check
if this is a new
address)

(City, State)

(Zip)

Daytime Phone _____ Year of Graduation _____

Mutual Interest is published three times a year by The Ohio State University College of Business for alumni, faculty, staff, students and friends of the college. Its purpose is to openly discuss issues and philosophical challenges facing the college.

News items should be addressed to:

Editor
Mutual Interest
College of Business
The Ohio State University
1775 College Road
Columbus, Ohio 43210

Joseph A. Alutto
Dean

Ronald L. Racster
Associate Dean of
Undergraduate Programs

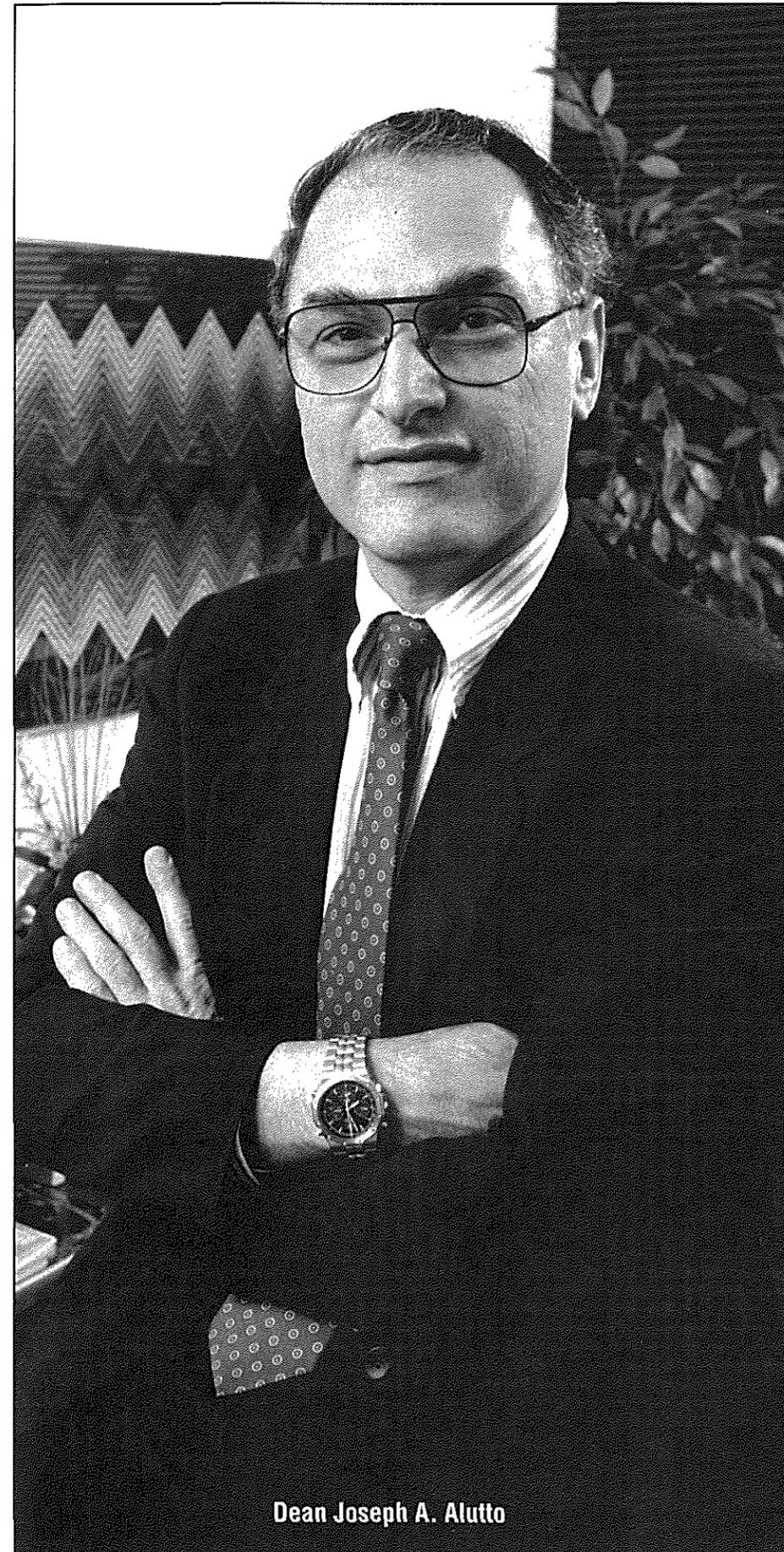
Roy J. Lewicki
Associate Dean for Graduate
Business Programs and
Continuing Education

Astrid E. Merget
Associate Dean and Director of
the School of Public Policy and
Management

Karen P. Schumer
Director of External Affairs

Tom Rodenhauser
Editor

Michael Pramik
Graduate Assistant



Dean Joseph A. Alutto

Mutual Interest

A Publication of The Ohio State University College of Business

Winter/Spring 1991



NEWS

News Services
1125 Kinnear Road
Columbus, OH 43212-1153
Phone 614-292-2711

For release on receipt

1-8-91

(LO,MOD,BS,SP)

MANAGEMENT SPECIALIST TO HEAD OHIO STATE COLLEGE OF BUSINESS

A management expert who has developed several international business education programs is expected to join The Ohio State University as the next dean of the College of Business.

Joseph A. Alutto, professor and former dean of the School of Management at the State University of New York at Buffalo, is being recommended for the post to the Ohio State Board of Trustees, according to President E. Gordon Gee. The board is expected to act on the nomination on Feb. 1. Alutto is to take office on March 1.

"Joe Alutto is one of the most highly respected senior leaders in business education in this country," said Gee. "Our ability to attract him is a clear indication of the quality and direction of this university. He will be an outstanding asset to Ohio State and I look forward to him joining our university community. David Cole and the search committee have my thanks for a job exceedingly well done."

Associate Provost David Boyne said, "Dr. Alutto brings to Ohio State a reputation as a highly respected administrator and an impressive background of scholarship and international experience. The university will benefit greatly from his strong record of fund raising, the enthusiasm he generates among alumni, his creative approach to academic programming and his commitment

to serving the local community. Dr. Alutto also has an excellent reputation for working with faculty in identifying goals and objectives and in implementing programs to achieve agreed upon goals."

David W. Cole, professor of finance and chairman of the 14-member search committee, said Alutto was the unanimous top choice. The committee, including faculty, students and business executives, reviewed information on 162 candidates. Heidrick and Struggles, an executive search firm, assisted the committee.

Cole said three things about Alutto particularly caught the attention of the search committee:

"He has experience in globalization of the business curriculum; he understands the dynamics that make for excellence in graduate business programs; and he has experience in and commitment to obtaining the support of alumni, business and government constituencies and the academic community."

Alutto, 49, is the Clarence S. Marsh Professor of Management at SUNY. He has been on leave since September, completing a series of studies on the performance of joint venture firms in China, quality improvement processes in U.S. institutions and the development of leadership skills in corporate settings.

"It's always attractive to be at a worldclass university such as Ohio State," Alutto said. "The College of Business has a long history of outstanding scholarship among faculty and solid academic programs which makes it attractive for an incoming dean. My family and I are looking forward to joining the Ohio State and Columbus communities."

From 1976 until 1990, Alutto was dean of the SUNY School of Management. While dean, he established the first Master of Business Administration degree program in the People's Republic of China and secured \$4 million from China and the United States to fund the program for the first 10 years.

He developed new programs in international management, with special emphases on Mexico, Eastern Europe, Indonesia, Japan and China; and other programs in management information systems, financial institutions and markets, and health care management.

Alutto created regional, national and international advisory boards for academic programs; the International Executive Program, which has attracted executives from 18 countries to Buffalo for a nine-week program; the Regional Economic Assistance Center; and the Center for Management Development, which offers programs for Buffalo area business executives.

During Alutto's tenure, annual alumni support rose from \$10,000 to more than \$250,000, external research funding increased fourfold, five chairs and three professorships were created, and the school moved into a new management center.

At Ohio State, Alutto will head a college of 122 faculty and 3,300 undergraduate, 500 M.B.A. and 200 Ph.D. students. The College of Business offers programs in accounting, executive education, finance, labor education and research, management and human relations, management sciences, marketing, public policy and management, and real estate education and research.

"I think there's a real need to expand the involvement of corporate officials on a national and international basis on the

Columbus campus," Alutto said. "There is a limited amount of that going on now and I would hope to spend a considerable amount of time fostering and nurturing those activities."

In addition, he said, "There is a limited amount of education in the college that focuses on global issues in management. That will be one of the items I'll be trying to address. Then, there's the issue of how to develop a new facility that will be consistent with the college's program and mission."

Alutto has been with SUNY since 1966, teaching in the Department of Organization and Human Resources. He also has taught at Carnegie Mellon, Brock and Cornell universities. He is a member of the American Association for the Advancement of Science and several other national organizations.

He has a Bachelor's of Business Administration degree from Manhattan College, a master's degree in industrial relations from the University of Illinois and a doctorate in organizational behavior from Cornell. A resident of Eggertsville, N.Y., he and his wife, Rosemary, are the parents of three daughters: Patricia, Christina and Kerrie.

Alutto will succeed H. Justin Davidson, who stepped down on June 30, 1989, to return to teaching.

Gee praised the contributions of acting dean Astrid Merget. "I want to thank Professor Merget for her outstanding work as acting dean the past year and a half. The new dean will benefit from the strong leadership she has given the college in the interim."

Merget returned to her posts of associate dean and director of the School of Public Policy and Management on New Year's Day. Ronald L. Racster, associate dean for undergraduate business programs, will serve as acting dean in the interim.

#

Contact: Joseph Alutto, (716) 636-3249; or David W. Cole (614) 292-8441.

Written by Tom Spring, (614) 292-2711.

Buffalo scholar will lead OSU College of Business

By Tim Doulin
Dispatch Higher Education Reporter

Joseph A. Alutto, a management expert from the State University of New York at Buffalo, is to be named dean of the College of Business at The Ohio State University.

OSU President Gordon Gee will recommend Alutto, a professor and former dean of SUNY's school of management, to the university board of trustees Feb. 1. Alutto, 49, is expected to begin work March 1 and be paid \$150,000 a year.

"It's always attractive to be at a world-class university such as Ohio State," Alutto said. "The College of Business has a long history of outstanding scholarship among faculty and solid academic programs, which makes it attractive for an incoming

dean." The Clarence S. Marsh Professor of Management at Buffalo, Alutto is on leave completing a series of studies on the performance of joint venture firms in China, quality improvement processes in U.S. institutions and developing leadership in corporate settings.

Alutto has been a faculty member at Buffalo since 1966 and was dean of the school of management from 1976 to 1990.

Under Alutto's leadership, the school's Master of Business Administration program ranked among the best in the northeast region of the country, according to *Business Week*.

Annual alumni support for the school increased to \$250,000 from \$10,000 under Alutto's guidance.

Alutto received a bachelor's degree in business administration from

Manhattan College, a master's degree in industrial relations from the University of Illinois and a Ph.D. in organizational behavior from Cornell University.

A 14-member search committee of faculty, students and business executives recommended Alutto — from a list of 162 candidates — to succeed H. Justin Davidson, who stepped down June 30, 1989, to return to teaching.

Astrid Merget, acting dean of the college, will resume her duties as associate dean and director of the school of public policy and management.

Ronald L. Racster, associate dean for undergraduate business programs, will be the acting dean until Alutto comes to OSU.

OSU's business school has 122



Joseph A. Alutto

... expertise in management

faculty members and 3,300 undergraduate, 500 M.B.A. and 200 Ph.D. students.

Alutto and his wife, Rosemary, have three daughters.

New business dean announces fund-raising campaign

By Kristi Maines
Lantern staff writer

Joseph A. Alutto, incoming dean of Ohio State's College of Business, will plan and operate a development campaign to raise support for the College of Business after he takes office in March.

The development campaign will raise funds in support of the academic programs of the college and also will raise funds for a new building, said Ronald L. Racster, associate dean of the College of Business.

Alutto also will be responsible for all operations of the academic enterprise; this includes overseeing all undergraduate, graduate and doctoral programs and maintaining the

development of any academic programs within the college, Racster said.

Racster said Alutto will oversee approximately 405 faculty members, 3,200 undergraduate students, 450 graduate students and 130 doctoral candidates.

Alutto, former dean of the State University of New York at Buffalo School of Management, will be presented to the OSU Board of Trustees on Feb. 1 and will take office as dean of the College of Business on March 1, OSU President E. Gordon Gee said.

"Joe Alutto is one of this country's most distinguished educators," Gee said. "With that kind of visible leadership we will be able to sustain our leadership."

Alutto was chosen by a 14-member search committee from a group of 162 candidates, said David W. Cole, professor of finance and chairman of the committee.

"He has experience in globalization of the business curriculum, he understands the dynamics that make for excellence in graduate programs, and he has experience in and commitment to obtaining the support of alumni, business and government constituencies and academic community," Cole said in a recent press release.

Some of Alutto's accomplishments at SUNY-Buffalo include establishing the first MBA program based in the People's Republic of China and

securing \$4 million in funding from the United States and People's Republic of China to finance the first 10 years of the China-based MBA program, said Tom Spring, associate editor of University Communications.

He also increased annual alumni support for school activities from \$10,000 to over \$250,000 and established the Center for Management Development, which provides over \$300,000 per year in general school support, Spring said.

Alutto, the Clarence S. Marsh Professor of Management, is completing a series of studies on joint venture firms in China, quality improvement processes in U.S. institutions and development of leadership skills in cor-

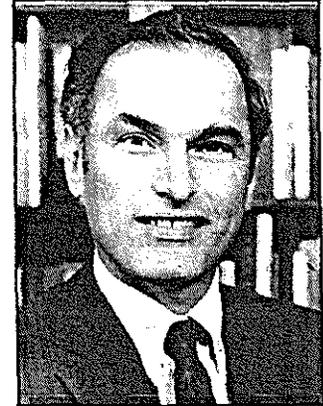
porate settings, Spring said.

Alutto received a bachelor's degree in business administration from Manhattan College, a master's degree in industrial relations from the University of Illinois, and has a doctorate in organizational behavior from Cornell University.

Alutto will succeed H. Justin Davidson, who stepped down in 1989 to return to teaching, Racster said.

David Boyne, associate provost for the Office of Academic Affairs, said Alutto has an excellent reputation for working with people, and provides leadership that involves faculty, staff and students.

"He will help our college develop as we move into the 21st century," Boyne said.



Joseph A. Alutto

Fue photo



NEWS

News Services
1125 Kinnear Road
Columbus, OH 43212-1153
Phone 614-292-2711

For release on receipt

2-1-91

(LO)

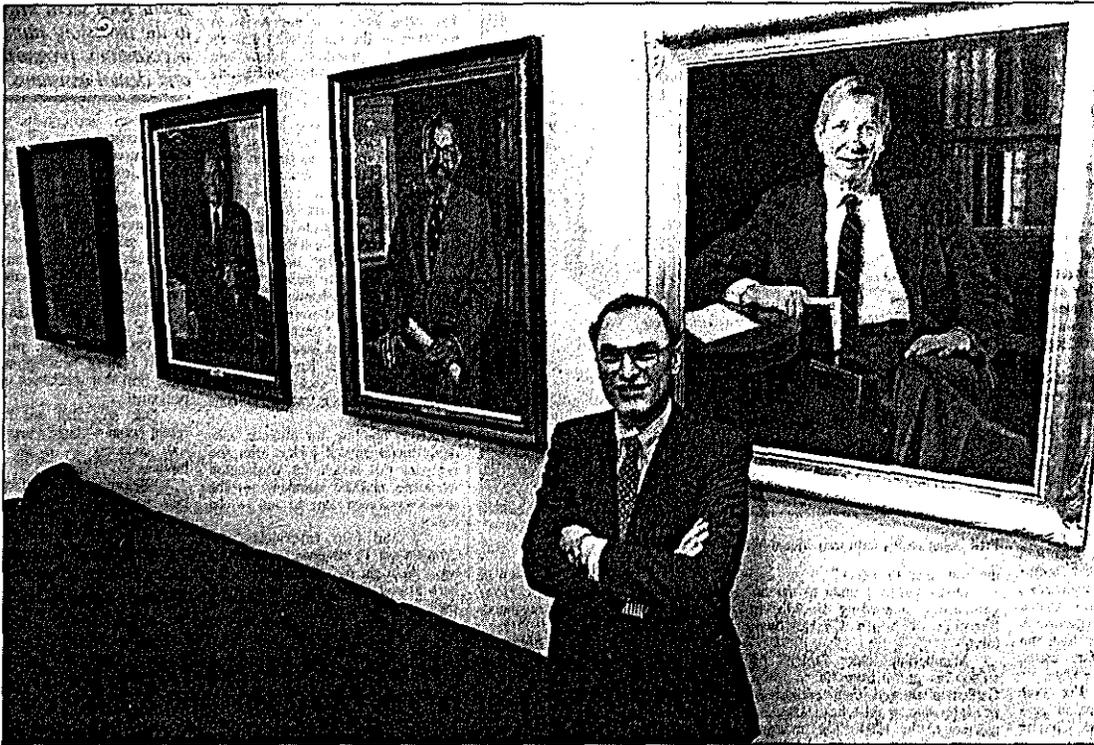
BUSINESS DEAN APPOINTED; PLANT BIOLOGY CHAIR FILLED

COLUMBUS -- The Ohio State University Board of Trustees Friday (2/1) appointed Joseph A. Alutto as dean of the College of Business and named Ralph E. J. Boerner to head the Department of Plant Biology.

Alutto, the Clarence S. Marsh Professor of Management at the State University of New York at Buffalo, was also named professor in Ohio State's Academic Faculty of Management and Human Resources. His appointments are effective March 1.

As dean of SUNY-Buffalo's School of Management from 1976 to 1990 Alutto created a number of programs in international management and developed the first Master of Business Administration degree program in the People's Republic of China.

He has taught at Carnegie Mellon, Brock and Cornell universities. A member of the American Association for the Advancement of Science, Alutto has a Bachelor's of Business Administration degree from Manhattan College, a master's degree in industrial relations from the University of Illinois, and a doctorate in organizational behavior from Cornell.



Joseph A. Alutto, new dean of OSU's College of Business, in front of portraits of past deans of the school

How OSU business school stacks up

A comparison of the OSU graduate program with some of the nation's top-ranked graduate business schools and some regional and Big Ten business programs, based on enrollment, tuition, test scores and average starting salary of graduates.



Hagerty Hall, College of Business

	Enrollment	Annual tuition	Average GMAT score	Average starting pay
Northwestern University	2,620	\$16,650	630	\$63,070
Harvard University	1,600	16,400	not required	78,930
University of Chicago	2,200	16,670	625	67,710
University of Michigan	1,790	9,186	610	53,520
Indiana University	620	3,000	612	47,110
Case Western University	1,039	13,800	581	39,300
Michigan State University	485	3,505	560	37,136
Ohio State University	504	3,321	586	40,050
Purdue University	285	2,152	595	44,100
University of Illinois	360	4,376	600	37,380
University of Iowa	570	2,226	590	37,670
University of Minnesota	1,500	7,254	598	40,300
University of Wisconsin	748	3,718	603	37,030

Source: *Business Week's Guide to the Best Business Schools*

Dispatch graphic

Getting down to BUSINESS

By Phil Porter
Dispatch Business Reporter

If the next dean of The Ohio State University's College of Business has his way, OSU President E. Gordon Gee will soon be known for more than his flamboyant bow ties.

Joseph A. Alutto, 49, a former dean of the School of Management at the State University of New York at Buffalo, takes charge of the college March 1, with the presidential assignment of improving the OSU College of Business' ranking among major universities.

Alutto, a bespectacled management expert with a reputation for developing strong international programs, said his goal is to improve the national reputation of the college via improved fund raising, enhanced involvement with Ohio and international corporations, and eventually a new building to replace the aging Hagerty Hall, the college's main facility.

The prospects of Alutto's shaping a nationally prominent College of Business could be tied to Gee's fortunes as president. University presidents, according to Alutto, are widely known for "working the same side of the street" as business deans, raising money from the same corporations and alumni.

For his efforts, Alutto will be handsomely paid, \$150,000 annually. Gee earns \$155,000 a year as OSU president.

"From the outside, the College of Business here at Ohio State has always been kind of an interesting place," the newcomer said. "The college has been developing but never to the point that it has been one of the premier colleges of business in the United States. And it has always been something of a mystery as to why not."

Why not, indeed. Columbus is centrally

situated, serving as home to some of the nation's largest corporations, with trading ties worldwide. However, leaders of competing business schools agree with Alutto's assessment that OSU's College of Business employs fine scholars and faculty but is invisible in national ratings.

"Under some real strong leadership, with someone to garner resources especially for a new building, OSU's business school could be catapulted into an extremely high-ranked institution," said Richard Cosier, associate dean of the School of Business at Indiana University.

According to *Business Week's* 1990 ratings of graduate business schools, Indiana ranked 15th, the University of Michigan seventh and OSU's business program as a runner-up. The difference, according to associate deans from Indiana and Michigan, is that most of the nation's premier business schools have concentrated on their graduate programs, developing top-notch building, library and computer facilities.

Alutto seems headed in the right direction, they added.

"I just think the potential here is literally unlimited," Alutto said in an interview in his Hagerty Hall office.

"Part of the problem here has been a desire to do everything," he said. "And I think there has to be a recognition that resources are not infinite. They are finite."

One of Alutto's goals is to expand the finite resources available. He thinks a fund-raising program can generate \$60 million to \$80 million for the college. During the last five years, the college has raised about \$2.25 million annually.

He hopes to use the money to construct a

Please see BUSINESS on Page 2H

building in the next five years either to replace or to supplement Hagerty Hall, to boost the number of business administration and non-traditional management development master's students, and to decrease the number of undergraduates, he said.

Another pressing priority will be to increase corporate involvement, especially among international corporations.

"The level of interaction with the corporate community in Ohio is at best minimal, and that may be a stage of development the school has gone through, but I think that is something that must be changed if the school is ever to reach its potential," Alutto said.

His goal is to get Ohio and international corporations onto academic boards and into classrooms. One reason for a new building is to house part-time management

development programs in a first-class facility and help keep corporate executives up-to-date on management techniques.

The College of Business traces its roots to 1916, when an economics and sociology professor, James E. Hagerty, became the first dean of the fledgling College of Commerce and Journalism. The school's main building was finished in 1926, later named Hagerty Hall, and the college went through countless reorganizations before being renamed the College of Business in 1986.

Alutto will head a college that now has 125 faculty and 3,300 undergraduate, 500 MBA and 200 doctoral students. He succeeds H. Justin Davidson, who stepped down in June 1989 to return to teaching.

Chosen by a search committee from 162 candidates, Alutto had been with SUNY since 1966, rising from

lecturer to dean of the School of Management. He served as dean in Buffalo from 1976 through August.

Some of his proudest accomplishments at SUNY were the creation of an MBA program in the People's Republic of China and the establishment of a China Trade Center in Buffalo to help small and medium U.S. businesses identify trade opportunities in China.

Alutto also developed new programs in international management; created regional, national and advisory boards for academic programs; and increased annual and alumni support from \$10,000 to more than \$250,000.

"You're getting a good one," SUNY Provost William Greiner said.

Since September, Alutto has been on leave from

SUNY, completing a series of studies, including one on the performance of joint-venture companies in China.

He said U.S. companies do many things well but often fail to invest long term in their companies and executives.

In joint ventures with the Chinese, many U.S. companies are out-negotiated, design poor ventures from the start, fail to negotiate for control of the work force and fail to leave American executives in place long enough, he said.

On the other hand, Alutto noted that U.S. higher education is sought by many people and that Chinese and Japanese societies do not provide for the diversity and equality of opportunity that exist in the United States.

Ohio State's new biz school dean wants closer ties with community

By **SONYA T. GORDON**
Daily Reporter Staff Writer

Joseph A. Alutto does not yet have a specific agenda for The Ohio State University's College of Business. After all, he's still moving into his office, and he doesn't officially take over as the new dean until March

But he does have some general changes in mind. "This is clearly a world-class business school. And this is an opportunity to accomplish some things," he said. "I was very impressed with (OSU President) Gordon Gee — that certainly was a key element. And looking at the faculty, it is clear there are some areas of strength here we can build around."

Faculty functional strengths include the area of finance, "one of the best of the Big Ten," according to Alutto, and practice-oriented accounting undergraduate programs, "clearly one of the best in the nation." Other strengths that are not as apparent include the mix of faculty in academic research and in practice, he said.

But there is one main weakness of the business college — its relationship to the Central Ohio business community is not "as strong as it could be," Alutto said.

"My objective is to reach a point where no senior corporate officer in the state of Ohio, or for that matter in the northern United States, thinks about management education without thinking of the business college of Ohio State," Alutto said. "I don't think we're at that point yet. But if you look at a manifestation of how you measure success, it would be to reach that point."

"I think certainly I have a sense the Ohio business community, and Columbus, would in fact like to reach that point. And hopefully we will be able to work with them."

"A company benefits from having access to a first-class management faculty. But a first-class management faculty gains tremendously by having access to corporations that are on the leading edge of problems applications."

Alutto said a potential weakness at the college is the size of the undergraduate program, which he said is much too large given the funding resources of the college.

"The focus ought to be on developing first-class programs rather than just having large numbers. Same thing on the MBA level," he said.

"I also think there is a sense within the college that we have to develop all our programs ourselves. We can't. It's not intellectually possible. We have to do a better job of reaching out to other segments of the university for experts."

"If we are to develop greater international programs here, we can't do that all ourselves. We have to work with the political science, geography and economics departments. They have expertise we shouldn't



Joseph A. Alutto

have to duplicate. There isn't a history here of doing that.

"Same thing with engineering. We should have a large number of joint programs with engineering and law that don't exist here. And this doesn't require an expansion of the resource base, just a refocusing of our efforts."

The internationalization of the college is very important to Alutto, who most recently was on leave to complete a series of studies on the performance of joint venture firms in China. He helped establish the first MBA program based in the People's Republic of China while dean of Buffalo's State University of New York School of Management. He said that expertise might be helpful to Rickenbacker Airport, which recently opened a China trade office.

He said there is a growing faculty recognition here that more globalization of business issues must take place in business programs.

Alutto, 49, also considers close relationships with chambers of commerce to be important for the college, having served on the board of directors of the Buffalo chamber. "That became an important conduit for me for two-way communication," he said.

(Continued on Page 5)

The SUNY business school was about half the size of OSU's, he said, with a student body of less than half its size. OSU's College of Business was ranked one of the top 25 in the nation in a recent edition of Business Week magazine. SUNY was ranked one of the 40 best in the United States during Alutto's leadership.

Alutto said this (OSU College of Business) ought to be a college that is consistently ranked in the top 10 of all schools of business and certainly in the top five in business and state universities — large research units. That's certainly the caliber of what should be in place here at Ohio

State," he said. "We have to do a number of things. We have to do a better job of recruiting new senior faculty. We have to expand the MBA program, our undergraduate education, and we have to expand our management educational function here."

Money must be raised to construct another building for the college, Alutto said. Hagerty Hall is filled to capacity, he said, and the college needs twice as much space.

"We can't run a first-class executive education program in this space. We barely have enough room now for our faculty," he said. "We are in the process of looking at a new building. We need classroom space. We don't have right class-

room space, need room for computer generated projections and for tiered studies.

"And as far as I can tell, our existing computer system is not even fully networked within the building. We're all on five or six different computer systems, and that's something we need to look at."

Alutto served as a consultant for banks, healthcare agencies and manufacturing firms in the past. He will continue the practice, but with a limit on time. He plans to keep any consulting to no more than one day a week so he can focus his time on being dean of the college.

Alutto's annual salary as dean will be \$150,000.

A compilation of local, state, and national stories about The Ohio State University and issues concerning higher education.

NEWS DIGEST

Published by the Office of
University Communications

Mary Lindner,
News Digest editor

OHIO STATE

THE PLAIN DEALER APR 21 1991

OSU dean:

Managers need global vision

By **MARCUS GLEISSER**
PLAIN DEALER REPORTER

Future executives will need global vision rather than just narrow technical skills, said the new dean of Ohio State University's College of Business.

Joseph A. Alutto, 49, who became dean last month, said in an interview last week that traditional courses no longer are adequate in a world that requires flexibility.

"It is not enough now for a chief executive officer to commit his company to a course of action with a foreign enterprise and then step back to let junior officers carry out what may be an impossible relationship," he said.

All executives must understand more than just business techniques if they are to survive, he said.

Alutto is a former dean of the School of Management at the State University of New York/ Buffalo. While dean, he established the first Master of Business Administration degree program in



Alutto

China and secured \$4 million from China and the United States to fund the program for its first 10 years.

There is a need for a broader outlook not only in companies with multinational operations but also for small businesses seeking customers overseas, he said.

To meet these challenges, Alutto said, his top priority is to expand the school's international program. He plans to do so by recruiting more foreign students and increasing opportunities for OSU students to get jobs overseas.

"I intend also to get our faculty involved in international activities," he said. "There are five professors in foreign countries now, and we intend to have more. It is not enough just to read about foreign customs. Hands-on participation is better."

He also intends to expand the school's education program, in which businesses send executives to school to update their skills.

"In these sessions, not only can the university contribute to people already in the work force, but we can learn from them the latest techniques so that we can impart them to our regular students," he said.

CON'T ON PAGE 2

OHIO STATE

4/23/91

p. 2

CON'T FROM PAGE 1

He added that he intended to reduce the size of the undergraduate student body to create a more effective learning environment and to set up active advisory boards with chief executive officers.

"I want to make sure these are meaningful boards," he said. "They will meet regularly and will have serious input. We will also provide services to business by way of student involvement in research and faculty contributions." ; ;

A compilation of local, state, and national stories about The Ohio State University and issues concerning higher education.

OHIO STATE
6/4/91
p. 4

NEWS DIGEST

Published by the Office of
University Communications
Mary Lindner,
News Digest editor

WEEK OF JUNE 3, 1991

Business First of Greater Columbus

New OSU dean plans to alter business school

The following are excerpts from remarks made by Joseph A. Alutto, the new dean of the Ohio State University College of Business, in a speech April 23 to the board of directors of the OSU Foundation. Alutto, former dean of the School of Management at the State University of New York at Buffalo, took his position March 1.

We are a very good but not great college of business. We have tended to focus on size and volume as signs of value rather than underlying quality. For example, we have the third largest doctoral program in the United States and one of the largest undergraduate programs. But there are clear signs that the size of both efforts is not reflected in quality judgments by corporate and academic America outside of Ohio.



Joseph A. Alutto ... an international focus

CONT ON PAGE 5

CON'T FROM PAGE 4

We have an incredibly diverse and large set of course offerings but very few really well focused programs. Our high quality programs in real estate, logistics, finance, accounting, marketing and operations management are often stripped of resources in order to meet short-term needs to serve non-majors in business.

On the average our faculty salaries are adequate, but I have never been able to hire an average faculty member, and, even if I could, I would not be building first-rate programs with only average faculty.

Interestingly, the college has been so busy responding to short-term needs and complaining about the overall lack of university support that it has failed to control and act on changing those characteristics which can be locally determined. For example, because the college faced unreasonable instructional workloads it failed to devote the energy and creativity necessary to cultivate supportive corporate relationships. We continue operating in a building that, and I hope any college alumni will forgive me, has no socially redeeming virtues. It is the least adequate building I have seen in any university with pretense to greatness. While such a building may have been acceptable at some point in the past, it is now an embarrassment to the college and university. In effect, the college I now find myself in is one where we are trying to do all things to all people at a time when the university simply has not and cannot provide the resources that would be necessary to effectively pursue such an objective.

Now everything I have said must be taken in the context of a potentially supportive environment. Indeed, I have told many people that I truly believe that the college is about as close to a corporate turnaround situation that any of us is likely to find in an academic setting.

The local, regional and national corporate community has expressed interest in working with the college. Alumni I have met have said they are ready and willing to play an active part in our improvement efforts.

Best of all, the university is fortunate to have a president with a clear sense of values, the energy necessary to see difficult problems through to solution, and sufficient impatience to directly and indirectly initiate change. Having said all that, in 10 years what should you expect the College of Business to look like?

It will have a much smaller undergraduate population than it does now, by as much as a third fewer business majors, and those students will have the ability to focus on a few areas of high quality where faculty instruction is both creative and concerned. Students not majoring in business will have an opportunity to develop a minor concentration in business and thereby acquire the basic analytical ability to live intelligently in the 21st century.

The college will have a slightly larger MBA population with deliberate efforts being made to have a culturally diverse student body and formal opportunities for all students to secure internship experiences at locations around the world.

The college will have a smaller doctoral program with students more involved in faculty-sponsored research activities and post-doctoral students engaged in a manner similar to the natural sciences.

The college will be in the forefront of efforts to ensure participation by minorities and women in student populations as well as faculty and staff positions.

The college will have a larger number of joint programs with other units of the university. In particular I would expect such efforts with engineering, law, medicine, geography, psychology, languages and political science to name but a few. It will be rare for the college to develop a new program fully supported from its own faculty resource base.

The college will have a greatly expanded executive education program, at least five times larger than current operations. Either on campus or at a satellite location the college will have dedicated conference facilities supporting its non-degree educational activities with executives.

The college will have in place a series of national and regional advisory boards designed to make alumni and corporate customers a consistent, integrated part of our planning and evaluation activities.

Rather than simply being a series of traditional functional departments such as finance, accounting, marketing and so on, the college will interact with many of its stakeholders through a series of centers of excellence. While we are currently in the process of selecting the first two of these, I can say that each of these centers will involve faculty from more than one discipline within the college, focus on an emerging issue facing management that the college believes will reflect fundamental changes in public and private sector manage-

OHIO STATE
6/4/91
p. 5

ment, and will involve interaction with appropriate corporate stakeholders through executive education, the placement of student interns, faculty research and the operation of advisory boards.

The college will be seen as a focal point for all aspects of learning about global issues. International faculty and students will be in residence, and we will have OSU faculty and students in research, teaching or internship assignments throughout the world. We will be acting to facilitate the worldwide competitiveness of Ohio industry. We will expand the influence network of Ohio industry by attracting international executives to training programs in Columbus and by building on our network of alumni after they return to their home countries.

While the college will continue to rely on outstanding academic faculty it will also more aggressively focus efforts on meaningfully involving distinguished executives in our programs. Many degree and non-degree programs will be jointly designed due to the active involvement of senior public and private sector officials.

The college will be in a building that allows full realization of our programmatic interests. It will allow the college to express itself on a worldwide basis through the use of interactive satellite technology, facilitating training and faculty research. Most importantly, in 10 years this will no longer be my vision, the dean's vision. Instead, as we move ahead this will become the vision of our faculty, staff, students, corporate supporters and alumni.



NEWS

News Services
1125 Kinnear Road
Columbus, OH 43212-1153
Phone 614-292-2711
FAX 614-292-0154

For release

on receipt

9-24-91

(LO)

**NEWS ADVISORY:
BUSINESS DEAN TO DISCUSS PARTNERSHIPS WITH CHINESE OFFICIALS**

Joseph A. Alutto, dean of the College of Business at The Ohio State University, and an expert in management, international business and business education, will be in China Sept. 24-28 to address senior Chinese government officials about joint business venture opportunities with the United States. The discussion will include representatives of the Ministry of Telephone and Communication and will occur on Sept. 26.

Alutto was invited by the State Commission for Restructuring (the) Economic System of the China Department of Foreign Affairs, based in Beijing. His visit is sponsored by AT&T. While in China, Alutto also will meet with officials at the Shanghai Institute of Finance and Economics.

Alutto can comment on the economic situation in China, implications for the United States, and the prospects for joint venture opportunities -- prospects he labels as "quite good." He also can discuss the prospects of developing these economic ties in a country whose political situation might seem tenuous, given the fact that the Soviet Union and Eastern Europe have rejected communism.

"China's government is trying very hard to be as aggressive as possible in economic development, given the concern the nation has for political conservatism," Alutto says. "Well-thought-out, well-conceived joint ventures have a better chance of prospering now than in the past."

Before, economic policies were more conservative even though political policies may have seemed more progressive. Alutto says the success in establishing joint ventures will depend on whether the United States grants favored nation status to China.

Alutto will be available to talk to news media upon his return. Reporters may contact him at (614) 292-2666.

Alutto established China's first Master of Business Administration degree program while dean of the School of Management at the State University of New York at Buffalo and has visited China often, including earlier this year.

Last month, he conducted a 90-minute conference call interview with the president, dean and faculty members of the Shanghai University of Economics and Finance, one of nine universities selected by the Chinese government to establish a new MBA program. Alutto offered guidance on overall design, curriculum, administration and other topics. The upcoming visit with the Shanghai delegation is a follow-up of that telephone interview.

#

Contact: Tom Spring, University Communications, (614) 292-2711.

Dean plans for new changes

By Tom McKee
Lantern staff writer

Moving the OSU College of Business to a new building, decreasing the size of the undergraduate business program and expanding the master's program are at the top of the new business dean's list.

OSU officials tried to recruit Joseph Alutto, a former dean at the State University of New York at Buffalo, about 18 months ago, but he turned them down.

Alutto said when he was contacted again last year by an OSU search committee, he decided to take the position because he thought the new OSU president, E. Gordon Gee, had "a new set of priorities."

Alutto replaced Astrid Merget, who served for 18 months as the acting dean of the college.

Alutto said his efforts at the college will concentrate on moving the college into a new building with adequate state-of-the-art facilities. Alutto said these facilities are a necessity for a well-rounded business college.

University officials are expected to unveil a proposal for a new business building during the November Board of Trustees meeting.

The potential site for the new building has been chosen, and Alutto hopes to have the building completed

in five or six years, he said.

However, Alutto said he is not pushing for a new building so the college can house more students. In fact, a committee is researching ways to reduce the number of undergraduate business students, he added.

Alutto said the size of the undergraduate program is too large for the amount of resources available to it.

"Our objective is to bring the size to a reasonable ratio," Alutto said. "Right now, it's way out of line."

The "resource issue" will be the largest hurdle for the new dean to overcome, he said. Alutto said he has plans to better involve corporations in the college's funding efforts, but the university also needs to provide more money to the college.

An expansion of the college's Executive Education Program, better faculty recruitment and closer attention to graduate job placement will also be high on the list, Alutto said.

"We want a system which is more than mechanical," Alutto said. "We want to pay attention to leadership potential . . . and other issues involved with the students."

Gee called Alutto "a man of great vision" and said he was confident Alutto would be able to make the "difficult choices" needed to put the OSU College of Business at the forefront of the field.

"He came very highly recommend-



Joseph A. Alutto

file photo

ed, and after I met him, I felt he was the candidate of choice for our college of business," Gee said. "Ohio State is very deserving of this type of leadership and we'll do what it takes."

At SUNY — Buffalo, Alutto was innovative in his efforts to establish funding for the college from outside resources, said Dan Grafner, development officer for the OSU College of Business.

Alutto is one of highest paid deans at Ohio State, earning about \$4,000 a year less than the university president, Gee said.

2/onCampus/November 7, 1991

No aid for Chinese students. The failure of the federal government to renew funding for a business school program in China was "a tragedy," the dean of the College of Business told the *New York Times*.

Joseph A. Alutto added, "You could not find a more cost-effective way of developing better business relations. And the need for this expertise and these relationships has never been greater."

The Commerce Department refused to renew an annual \$400,000 contribution to the Dalian University of Technology. The university had used the money for an MBA program offering management courses to many of China's top enterprises, the *Times* notes.

Alutto had been involved in the program while dean of the business school at the State University of New York, Buffalo, which provided the curriculum and professors.

Alutto's Russia trip results in co-op agreement with economics institute

By Tom Rodenhauser

Perhaps the most important test facing the Commonwealth of Independent States — the former Soviet Union — will be adapting to a crash course in a free-market economy.

Leading this lesson will be a host of managers and business professors. After more than seven decades of teaching the principles of communism, they now must focus on the possibilities of capitalism.

And many of them will learn about free enterprise under auspices of Ohio State, as the result of an agreement signed in Russia last month.

Joseph A. Alutto, dean of Ohio State's College of Business, signed a Memorandum of Cooperation with Abel Aganbegyan, rector of the Academy of National Economy, Moscow. The agreement paves the way for a multi-faceted approach to sharing management expertise between Russian and American business educators and executives.

During the trip, Alutto also began discussions with Moscow State, Kolmineft Petroleum Co. and the Commercial Industrial Bank of Chelyabinsk Region.

In pursuit of the agreement, a delegation from Ohio State will go to Russia in early spring and a group of Russian teachers and bankers may come to Columbus in April or

May, Alutto says. Eventually, Russian teachers and businesspeople will be enrolled in Ohio State's Master of Business Administration program and Ohio State M.B.A. students will intern in Russia.

Aganbegyan, a top strategist for Russian President Boris Yeltsin, had invited Alutto and David Cole, professor of business, and David Borker, vice president of Huntington BankShares, to Russia in early December.

The three visitors conducted a series of seminars in finance and international banking.

"The situation among the individual states is chaotic, to say the least," Alutto says. "But the groups we met with are those that will be at the forefront of the countries' transition to a market economy."

The College of Business recognizes that "teaching those who teach" will prove most beneficial to the new confederation of former Soviet republics.

Training a generation's worth of managers in the principles of supply and demand economics is a daunting task even under the best of circumstances, Alutto notes. But the accelerated cycle of the transformation from a Soviet union to individual countries creates an urgency in establishing effective cooperation programs with the West.

Advancing basic business concepts is

only the beginning, Alutto says. Of greater significance will be the proliferation of joint programs that affect the confederation's whole democratic movement.

"It is clear that, in addition to programs in finance and business, there is growing interest through the academy and other academic institutions in activities that address issues of public administration and the development of legislative branch skills."

While the Russians will benefit the most from cooperative experiences, the college will broaden its international perspectives through the efforts, Alutto points out. "The global economy now is a reality," he says. "Business colleges must establish curriculums and programs to succeed in that reality."

"We will have an opportunity to host Russian managers and executives in Columbus and to establish networks for the future between them and our executives and students," he adds.

Some funding for the program has been received from AMCOM, a U.S.-Russian joint venture. Additional funding is being sought from the World Bank and other sources.

Tom Rodenhauser is coordinator of communications for the College of Business.

OSU dean works to put business college at top

Attracting attention part of plan

By Tim Doulin

Dispatch Higher Education Reporter

Joseph A. Alutto doesn't believe in running The Ohio State University's College of Business the old-fashioned way.

In today's world, the business dean says, change has to come quicker than the pace to which academe is accustomed.

"I think there is a notion that everything goes in a nice orderly fashion, step by step," Alutto said.

"The message we are trying to get across to the faculty, staff and students is that is not the way planning really works."

Alutto has been pushing for a number of changes simultaneously since arriving last year from the State University of New York at Buffalo, where he was dean of the School of Management.

A plan is in place to reduce the number of students enrolled in the undergraduate program. At the same time, the curriculum of the master's program is under review, and plans are in the works to reduce the number of doctoral students.

A site for a \$62 million business school complex has been selected on the north campus near Lane Avenue, and the college has stepped up efforts to establish ties with the business community.

Alutto makes no bones that the goal is to put OSU among the elite business schools in the country. *U.S. News and World Report's* recently released ranking of business graduate schools placed OSU among the "second-tier" schools, a position it has maintained in recent years.

"There is a tendency perhaps on the part of outsiders to think there are pockets of excellence in the college, but there is not a high enough level of excellence to generate the national visibility," Alutto said.

"After being here a year, I am convinced that there is a high enough level of excellence to generate that visibility."

Alutto said he believes OSU will step up in the rankings in time. Replacing dilapidated Hagerty Hall as the primary home of the business school will go a long way toward making that happen.

"You can't get a story out about a first-rate institution when people come into a high school building, and that is really what this is," Alutto said of Hagerty Hall.

The plan is to build one to five buildings to house the business school. The university has managed to condense a two-year planning process into a matter of months. Alutto gives credit to others for that.

"You don't see that happen at a large institution. But that is attributable to Gordon Gee. That isn't me," Alutto said.

The new buildings will give students room to meet in smaller groups. Now, they have to meet in hallways. Those enrolled in the school's executive education program will be able to meet on campus. Now, they meet at hotels up to 20 miles away from campus.

"People who participate in an executive education program at Ohio State never see the campus, don't really identify with us, and while they are here, don't mingle with our students. As a result, they don't have a good sense that their companies ought to be recruiting here," Alutto said.

The college is reaching out to chief executive officers of businesses locally and across the country. For example, this year about 30 chief executive officers will be invited to campus for lunches with small groups of master's students.

"No speech. No agenda. They simply sit for an hour and a half and have lunch and talk to the students," Alutto said.

"Now, those CEOs leave campus feeling really good about what is going on here and the quality of people they are meeting, and they learn a hell of a lot more about what we are doing in the College of Business. We then contact those people about possible internships for students. We will talk to them about possibilities about research projects. We use them to contact other CEOs."

Huntington National Bank recently created an executive-in-residence program, and Banc One Corp. plans to establish a chair-in-excellence in corporate strategy, said business school officials.

Budget constraints threaten to make the road to the top a little longer. The college has sustained about \$1.3 million in cuts over the past two years, with more reductions on the way. Alutto has had to make some tough decisions, such as eliminating the Labor Education and Research Service Department.

Streamlining academic programs is one way of dealing with budget constraints. In the long run, the quality of the programs will be improved, he said.

"At some point you have to ask . . . maybe at the undergraduate level we can't offer all the options we currently offer," Alutto said.



Alutto

A compilation of local, state, and national stories about The Ohio State University and issues concerning higher education.

NEWS DIGEST

Published by the Office of University Communications

Mary Lindner,
News Digest editor

OHIO STATE

AUG 18 1992

BUSINESS FIRST / AUGUST 17, 1992

COMMENT

OSU business college needs to switch focus

Joseph A. Alutto has been dean of the College of Business at Ohio State University since March 1991. Here are some of his comments from a July 21 speech at the Columbus Metropolitan Club on the need for change in OSU's business programs.

On size vs. quality

We are changing the focus of the College of Business from a concentration on size to concentration on quality. We've got to change focus. That's more difficult than you can imagine.

Part of the problem at OSU is because of the size issue, the programs are too large, given the number of faculty and staff.

The faculty hasn't wanted to turn away large numbers of students. Each decision has been made on an ad hoc basis.

(Alutto wants to slash undergraduate enrollment in the business program by one-third and the Ph.D. program by 20 percent, while increasing the MBA enrollment by 20 percent.)

On marketing the business school

OSU is a wonderful place, but there's a notion we are the center of the world.

It's like the film "Field of Dreams." If we have a building and a campus, the people will come, so we don't do any marketing.

We need to recruit more minorities, women, international students. We are now marketing to women. The treatment of women at the College of Business has been less than desirable. The problem has not been any deliberate attempt to disenfranchise women. We need to be more proactive and discover how we can create an environment where both women students and faculty members can be more productive.

On the need for cooperative programs

One of the things that has struck me: This place is a lot

"Planning is a nice way of not taking action."



JACK KUISTRON

like China, with a centrally planned economy and self-sufficiency.

The faculty has very narrow areas of specialization. They are renowned for their expertise, so as a result they don't talk to each other.

We ought to be using the expertise that exists in other areas of the university rather than adding faculty. The Center for Manufacturing Management Excellence that we have created draws on faculty from four different departments within the College of Business plus the College of Engineering.

We need to expand our interaction with the corporate community. We've done a lot in the past without the corporate community.

Our manufacturing center and Center for Information Technology are designed to foster applied research and participate in executive education, both in conjunction with industry.

We also want to get international executives into Columbus.

ALUTTO SPEAKS OUT

Small business, future leaders and OSU

By JEFF PHILLIPS
Small Business News

This month Small Business News interviews Joseph A. Alutto, dean of the College of Business at Ohio State University, to get his perspective on the role of small business and how it will be impacted by the general election, the continuing recession and the world economy. He also examines the role of education in the business world.

SBN: Is the role of small business in America changing?

ALUTTO: There are increasing numbers of beginning small businesses, in part, because the career opportunities within larger corporations are being reduced. What you're seeing is large numbers of people who are affected by corporate downsizing starting new businesses, and many of those businesses are in service areas and high tech areas because those people bring unique skills they acquired in their corporate careers.

SBN: How can our nation's colleges and universities prepare students to meet the demands of those changes?

ALUTTO: In a typical business program we teach it as if the individual is going to be part of a huge team, and this is a large corporate team. And that's not how a small business works. In a small business, every decision you make involves a personal risk and there are people who aren't prepared to do that. So part of the issue is that, in colleges at the undergraduate and graduate level, we have to make people aware of the opportunities that are involved, the different set of abilities it's going to take to succeed in a small business... and we have to get them to understand that there are different cycles to developing a small business.

SBN: Is the mission of Ohio State different from other universities, from a business perspective?

ALUTTO: It's different in a sense that we have an obligation to encourage research on management issues and problems and not just teach about them, and that's not the same at all universities. We have a mandate, we think, to bring to Ohio residents the latest leading-edge issues in management education rather than simply saying that our responsibility is to run standard programs.

SBN: Describe how Ohio State's executive education program works.

ALUTTO: It is the technology transfer mechanism we have for businesses. It makes available to businesses the expertise we have through a variety of different courses. Our goal is to make the programs attractive enough to where (the businesses owner feels) they pay for their cost. And we try to integrate that activity with our educational agenda. We try to incorporate our students in support roles so that they learn what it means to run training programs.

SBN: What impact do you see the general election having on the business and economic climates of this country? (Please analyze depending on whether the country is led by a Bush, Clinton or Perot administration.)

ALUTTO: I think the markets would react very badly to a Perot administration, not because of what he wants to do in the long term but simply because the restrictions he is developing are so drastic that there would be some short term problems. I think that, for either Bush or Clinton, you won't see major market reactions. I think you would see a reaction should there be a dramatic swing in the results of the election.

SBN: You are a member of a federal panel that is working to develop business opportunities between the United States and

China. How important is that relationship and are similar opportunities available in other developing countries?

ALUTTO: China is very important and continues to hold a substantial amount of opportunity in the future. As for the rest of the world, you can get far more government support for policies that are supportive of economic decentralization in Eastern Europe. Still, I think the long term opportunities are in China. Businessmen in the U.S. don't fully appreciate the extent to which individual provinces and areas in China have developed the infrastructure to be successful.

SBN: What is the most pressing problem facing the small business community of Ohio?

ALUTTO: As with all things, it's always the relationship between small business and a host of government regulations. That adds to the cost of doing business, and small businesses are often working on the edge. We have to be careful as a state government that we don't begin enacting legislation that increases the costs of operating a small business and raises barriers that get in the way of success.

SBN: Where do you see opportunities in small business?

ALUTTO: We are in a society where time is becoming increasingly more precious. The key areas are in what small businesses can do to give people the equivalent of additional time. How can you provide services and goods to free up additional time for people who are working longer and harder.

SBN: Does the College of Business at Ohio State work with other university departments on developing professional opportunities available to students? If not, should it and how?

ALUTTO: We offer some courses that are available to non-management majors and we are currently working to develop a program whereby students can get a minor in

business administration. I don't see how anybody can get a liberal education today without understanding the relationship between business and society.

SBN: How can today's students better prepare themselves for the demands the business world while they are in school?

ALUTTO: What business wants and needs is bright people. It needs well-trained and disciplined thinkers. And there's an interesting balance because it needs disciplined thinkers who at the same time are creative. Students should find things they are interested in and push themselves to the limit. And it doesn't have to be in business. You can have an excellent background for business and be an English major, if in the process you've broadened your skill base enough to succeed. You don't have to be a business major to succeed in business.

SBN: What is the most important thing you can tell a student of business?

ALUTTO: The most important thing I can tell a student of business is to have fun and to enjoy what they are doing because if they don't they will never succeed. If they enjoy it they will invest vast amounts of time to learning. The primary function of a university is to provide a stimulating environment where students can take risks at low costs. I tell students to try and be leaders and take risks because they really have nothing to lose by trying.

July 2, 1993

VITA

Joseph A. Alutto

College of Business
The Ohio State University
Hagerty Hall
1775 College Road
Columbus, Ohio 43210-1399
Phone # 614-292-2666
Fax # 614-292-7999

Born: June 3, 1941
Wife: Rosemary
Children: Patricia, Christina, Kerrie

EDUCATION

1962	BBA	Manhattan College
1965	MA	University of Illinois - Industrial Relations
1968	PhD	Cornell University - Organizational Behavior

ACADEMIC EXPERIENCE

March, 1991-
Present Dean, College of Business, The Ohio State University

Chief administrative officer responsible for all academic and non-academic operations of the college involving 120 faculty, 100 staff members, 3,800 students and an operating budget of over \$13 million. Initial initiatives have focused on: reallocations of instructional resources to focus on graduate (MBA and Ph.D.) programs while also upgrading undergraduate programs; completion of planning for a new seven building, \$68 million campus for the college (ground breaking scheduled for fall, 1994); expansion of executive education programs, redesign of internal governance structures to provide greater emphasis on faculty, staff and student participation in program planning and implementation activities; creation of special centers of excellence (e.g., Manufacturing Excellence, Information Technology); expansion of international programs (e.g., international student internships, Shanghai Management Development Center); and raising over \$14 million as part of a five-year, \$60 million capital campaign for the college.

September, 1990- Clarence S. Marsh Professor of Management
March, 1991 School of Management, SUNY-Buffalo

On leave September, 1990 through August 31, 1991 completing a series of studies on the performance of joint venture firms in China, quality improvement processes in U. S. institutions and the development of leadership skills in corporate settings.

1976-
August, 1990 Dean, School of Management, SUNY-Buffalo

Chief administrative officer responsible for all academic and non-academic operations of the school. Accomplishments have included: Business Week ranking of school as one of forty best in the U.S.; establishment by Bilateral Protocol of first MBA program based in People's Republic of China; securing \$4,000,000 funding from the United States and People's Republic of China to fund first ten years of China based MBA Program; creation of Regional Economic Assistance Center; establishment of Center for Management Development (provides over \$300,000 per year in general school support) and achievement of NUCEA Region II Awards for Outstanding Non-credit Program Development (1985), Marketing Plan Innovations (1988) and NUCEA National Award for Innovative Certificate and non-Traditional Degree Programs (1990); increasing annual alumni support for school activities from \$10,000 to over \$250,000; supervising facilities design, fund generation and movement of all faculty and staff from Crosby Hall to the Jacobs Management Center; funding for special Centers of Excellence; fourfold increase in external research funding; creation of five funded chairs and three alumni professorships; reaccreditation of all programs and initial accreditation of accounting programs by AACSB; development of new programs in management information systems, international management (with special emphases on Mexico, Eastern Europe, Indonesia, Japan and China), financial institutions and markets, and health care management; establishment of a career development and placement office in the school as well as an alumni and corporate development office; creation of six regional, national and international external executive advisory boards for academic programs; creation of International Executive Program (attracting executives from 18 countries to a 9 week residential program in Buffalo); development of joint programs with Faculties of Engineering and Social Sciences; generation of support for dean's summer fellowship program for faculty; securing support for multiple student fellowship programs; implementation of the first on-campus individualized budgeting system for all faculty and staff; chairing multiple university-wide committees.

1966- Professor, Associate Professor, Assistant Professor, Lecturer
1991 SUNY-Buffalo, School of Management
Department of Organization and Human Resources

Activities include: lecturing widely in executive development programs for senior and middle level managers focusing on structural characteristics of organizations, matrix forms of design, performance and productivity, leadership, quality control and improvement processes, and conflict management; research focusing on comparative analyses of professional employment systems, studies of patterns of participation in organizational decision-making, analysis of structural design and performance; teaching courses in organizational theory and analysis, research methods, organizational design strategies, leadership and the comparative analysis of professional occupations; acted as dissertation chairman for twelve completed Ph.D.s; committee activities included Ph.D., MBA, Curriculum and Inter-University Advisory Committee to the Survey Research Center; Executive Committee of the Graduate School; Faculty Review Committee and Committee on Promotion and Evaluation Standards; served as a "reviewer-referee" for Management Science, Social Forces, Industrial and Labor Relations Review, Administrative Science Quarterly, member, Editorial Review Board, Academy of Management Review, 1981-84; 1972-74 served as Chairman, Ph.D. Program, responsible for program design, policy development and program administration; 1975-76 Associate Dean, responsible for all internal resource allocation and internal university relationships.

- 1974-75 Visiting Professor of Behavioral Science, Graduate School of Industrial Administration, Carnegie Mellon University.
- 1971-72 Visiting Associate Professor of Industrial Sociology, Department of Sociology, Brock University.
- 1968-72 Off-Campus Faculty Member - Cornell University, New York State School of Industrial and Labor Relations.

SELECTED PUBLICATIONS

- Alutto, J. "Identification: State and Process Considerations," and Process Considerations," Cornell Journal of Social Relations, Spring 1967.
- _____. "Collective Bargaining, Nursing Attitudes and the Local Unit Concept," New York State Nurse, August 1967.
- _____. "Organizations and the Variable 'Identification'", Cornell Journal of Social Relations, Fall 1967.
- _____. "An Analysis of Structures and Functions in a Professional School." Study report published by the State University of New York at Buffalo, School of Nursing, Spring 1968.
- _____. "Men, Motivation and Productivity," Administrative Management Society, Professional Bulletin, August 1969.
- _____. "A Note on Determining Questionnaire Destination in Survey Research," Social Forces, December 1969.
- Belasco, J. and J. Alutto. "An Analysis of Line-Staff Conflicts," Proceedings of the Academy of Management, 1969.
- Trice, H., J. Belasco and J. Alutto. "The Role of Ceremonials in Organizations," Industrial and Labor Relations Review, October 1969.
- Belasco, J., J. Alutto and F. Greene. "A Case Study of Strike Behavior in an Urban School System," Education and Urban Society, November 1969.
- Alutto, J. Book review of J. Miner, "Personnel and Industrial Relations," Industrial and Labor Relations Review, October 1969.
- Belasco, J. and J. Alutto. "Organizational Impacts of Teacher Negotiations," Industrial Relations, October 1969.
- Alutto, J. "Dynamics of Questionnaire Completion and Return Among Professional and Managerial Personnel," Journal of Applied Psychology, October 1970.

- Alutto, J. and L. Hrebiniak. "Analysis of a Student Stereotype: The Effective Corporate Executive," Public Opinion Quarterly, Winter 1970.
- Alutto, J., L. Hrebiniak and R. Alonso. "Variations in Employing Institution and Influence Perceptions Among Nursing Personnel," Journal of Health and Social Behavior, June 1971; reprinted in Supervisor Nurse, September 1971.
- Alutto, J., L. Hrebiniak and R. Alonso. "Correlates of Work Related Tension," Proceedings of the Industrial Relations Research Association, Spring 1971.
- Alutto, J., L. Hrebiniak and R. Alonso. "A Study of Differential Socialization Practices for Members of the Professional Occupation," Journal of Health and Social Behavior, September 1971.
- Alutto, J. "Professionals and Collective Bargaining: The Case of the American Nurses Association," in M. Arnold, L. Blankenship and J. Hess (eds.), Administering Health Systems, Atherton-Aldine, 1973.
- Belasco, J. and J. Alutto. "Teacher Satisfaction and Decisional Participation," Educational Administration Quarterly, November 1971.
- Belasco, J., J. Alutto and A. Glassman. "A Study of Conflicts in Community and Teacher Perceptions of Decisional Control in School Systems," Education and Urban Society, November 1971.
- Alutto, J. A book review of Tiffany, et al, "The Unemployed: A Social-Psychological Portrait," Industrial and Labor Relations Review, January 1972.
- Belasco, J. and J. Alutto. "Line-Staff Conflicts: Some Empirical Insights," Journal of the Academy of Management, November 1969; reprinted in Turner, Filley and House (eds.), Readings in Managerial Process and Organizational Behavior, Scott-Foresman, 1972.
- Alutto, J., R. Alonso and L. Hrebiniak. "Job Tension Among Hospital Employed Nurses," Supervisor Nurse, March 1972.
- Belasco, J., J. Alutto and A. Glassman. "A Study of School Community Conflict," in J. Belasco, and M. Milstein (eds.), A Systems Approach to School Administration, Allyn and Bacon, 1972.
- Hrebiniak, L. and J. Alutto. "Commitment to the Employing Organization," Proceedings of the Eastern Academy of Management, May 1972.
- Alutto, J. and J. Belasco. "A Typology for Participation in Organizational Decision-Making," Administrative Science Quarterly, March 1972.
- Hrebiniak, L. and J. Alutto. "Personal and Role-Related Factors in the Development of Organizational Commitment," Administrative Science Quarterly, December 1972.
- Hrebiniak, L. and J. Alutto. "Correlates of Organizational Size and Performance," Proceedings of the Academy of Management, August 1972.

- Alutto, J. and J. Belasco. "Patterns of Teacher Participation in School System Decision-Making," Educational Administration Quarterly, Winter 1972; translated and reprinted in J. Goldstein (ed.), Studies in Educational Administration and Organization, Center for Educational Administration, University of Haifa, 1973.
- Alutto, J., L. Hrebiniak and R. Alonso. "On Operationalizing the Concept of Commitment," Social Forces, June 1973.
- Alutto, J. and J. Belasco. "Attitudinal Militancy Among Professional Employees," Industrial and Labor Relations Review, January 1974.
- Hrebiniak, L. and J. Alutto. "A Comparative Organizational Study of Performance and Size Correlates in In-Patient Psychiatric Departments," Administrative Science Quarterly, September 1973.
- Alutto, J. "Research on Organizational Structure," Proceedings of the 1973 Eastern Academy of Management, May 1973.
- Alutto, J. and F. Acito. "Decisional Participation and Sources of Satisfaction; A Study of Manufacturing Personnel," Academy of Management Journal, Vol. 17, No. 1, 1974.
- Alutto, J. and D. Vredenburg. "A Note on Decisional Participation," Proceedings of 1976 Midwest AIDS Conference.
- Vredenburg, D. and J. Alutto. "Perceived Structure in Relation to Industrial Attitudes and Performance," Organization and Administrative Sciences, Vol. 8, Summer-Fall 1977.
- Alutto, J. and D. Vredenburg. "Characteristics of Decisional Participation by Nurses," Academy of Management Journal, Vol. 20, No. 2, 1977.
- Danseareau, F., J. Alutto and S. Markham. An Initial Investigation into the "An Initial Investigation into the Suitability of Absenteeism Rates as Measures of Performance," Proceedings of the 1977 Academy of Management, Orlando, Florida; reprinted in Bryant, D. and Niehaus, R. Manpower and Organizational Design, New York: Plenum Press, 1978.
- Alutto, J. and M. Wahba (eds.) Proceedings of the 1978 Meetings of the Eastern Academy of Management, Fifteenth Annual Meetings, NYC.
- Parasuraman, S. and J. Alutto. "The Influence of Contextual, Task and Role Related Variables on Organizational Stress," Proceedings of the 1978 Meetings of the Eastern Academy of Management.
- Alutto, J. Review of R. Miles, "Theories of Management", in Industrial and Labor Relations Review, Vol. 32, July 1978.
- Parasuraman, S. and J. Alutto. "An Initial Multi-Dimensional Study of the Causes and Consequences of Stress: Development of a Predictive Model," Proceedings of the Academy of Management, 1978, San Francisco, CA.

- Yammarino, F., F. Dansereau, S. Markham and J. Alutto. "Alternative Role and Instrumentality Perception Models of Participation in Decision-Making: An Empirical Application of Within and Between Analysis," 1980 Proceedings of the Eastern Academy of Management Meetings.
- Yammarino, F., F. Dansereau, S. Markham and J. Alutto. "Subordinate Supervisor Communication Networks: An Empirical Application of Within and Between Analysis," 1980 Proceedings of the Academy of Management Meetings.
- Markham, S., F. Dansereau and J. Alutto. "Fundamental Problems in Leadership Research" in E. Miller (ed.), Proceedings of the 22nd Annual Conference of the Midwestern Academy of Management, Ann Arbor, 1980.
- Yammarino, F., F. Dansereau, J. Alutto and S. Markham. "Leadership Models of Performance Evaluation Decisions: An Empirical Application of Within and Between Analysis," Proceedings of the 1980 National AIDS Meeting, Las Vegas, November 1980.
- Yammarino, F., F. Dansereau, S. Markham and J. Alutto. "Leadership and Communication: An Application of Within and Between Analysis," 1980 Proceedings of the National Academy of Management.
- Yammarino, F., F. Dansereau, J. Alutto and S. Markham. "Performance Evaluation Decisions," in Hershauer, J. (ed.) American Institute for Decision Sciences Proceedings, 1980.
- Dansereau, F., J. Alutto and S. Markham, "To Aggregate or Not to Aggregate?" In Huseman (ed.) Proceedings of the National Academy of Management, 1980.
- Parasuraman, S. and J. Alutto. "An Examination of the Organizational Antecedents of Stressors at Work." Academy of Management Journal, Vol. 24, No. 1, March 1981.
- Parasuraman, S. and J. Alutto. "Predicting Turnover from Personal, Attitudinal and Behavioral Factors: A Multivariate Analysis," 1981 Proceedings of the Eastern Academy of Management.
- Markham, S., F. Dansereau, and J. Alutto. "An Empirical Examination of the Pay for Performance Dilemma," 1981 Proceedings of the Eastern Academy of Management.
- Dansereau, F., J. Alutto, S. Markham and M. Dumas. "Multiplexed Supervision and Leadership: An Application of Within and Between Analysis." In Hunt, J., U. Sckaran, and C. Schriesheim (eds.), Leadership: Beyond Establishment Views, Carbondale, IL: SIU Press 1981.
- Dansereau, F., J. Alutto, S. Markham and M. Dumas. "A Multiplexed Response to Professors Bass and Morely." In Hunt, J., C. Schriesheim and U. Qekaran, Leadership: Beyond Establishment Views, Carbondale, IL: SIU Press 1981.
- Markham, S., F. Dansereau, J. Alutto. "On the Use of Shift as an Independent Variable in Absenteeism Research," Journal of Occupational Psychology, 1982.
- Markham, S., F. Dansereau, J. Alutto. "Group Size and Absenteeism Rates: A Longitudinal Analysis," Academy of Management Journal, 1982.

- Markham, S., F. Dansereau and J. Alutto. "Female Versus Male Absence Rates: A Temporal Analysis." Personnel Psychology, 1982.
- Markham, S., F. Dansereau, J. Alutto and M. Dumas. "Leadership Convergence: An Application of Within and Between Analysis to Validity", Applied Psychological Measurement, 1983.
- Markham, S., F. Dansereau and J. Alutto. "Absenteeism Rates as Measures in Organizational Experiments: Hidden Cyclical and Structural Variations." Review of Business and Economic Research, 1983.
- Dansereau, F., J. Alutto, and F. Yammarino. Theory Testing in Organizational Behavior: The Variant Approach. Englewood Cliffs, N.J.: Prentice-Hall, 1984.
- Dansereau, F., J. Alutto and F. Yammarino. Instructors Manual: Theory Testing in Organizational Behavior: The Variant Approach. Englewood Cliffs, N.J.: Prentice Hall, 1984.
- Parasuraman, S. and J. Alutto. "Sources and Outcomes of Stress in Organizational Settings: Toward the Development of a Structural Model," Academy of Management Journal, 1984.
- Alutto, J. and D. Coleman. "Cross-Cultural Examination of Chinese Managers" in C. Carl Pegels, Management and Industry in China. NYC: Praeger, 1987.
- Dansereau, F. and J. Alutto "Levels of Analysis Issues In Climate and Culture Research" in B. Schneider (Ed.) Climate and Culture in Organizations, Beverly Hills, California: Jossey Bass, 1990.
- Alutto, J. and D. Coleman. "An Initial Examination of Changes in Managerial Job Perceptions as a Result of Economic Reform in The Peoples' Republic of China," submitted to Academy of Management Journal.
- Alutto, J. "Sino-U.S. Joint Ventures: Seeking Corporate Success in Transitional Economies," submitted to Academy of Management Executive.
- Alutto, J. "Issues Affecting Management Education" Selections, Graduate Management Admissions Council, fall, 1991.
- Alutto, J. "Whither Doctoral Business Education? An Exploration of Program Models" Selections, Graduate Management Admissions Council, spring, 1993.
- Papers In Process:
- Ehrlich, S., F. Dansereau, J. Alutto, S. Markham. "All Peer Ratings are Not Created Equal: Multilevel Models of Intrarater and Interrater Variation" (completion expected fall, 1994).
- Dansereau, F., J. Alutto, F. Yammarino, S. Markham and K. Kim "Subordinates Systematic Misperceptions of Superior Behaviors: The Role of Overgeneralizing From One on One Relationships" (completion expected fall, 1994).

Dansereau, F., J. Alutto, J. Newman, M. Dumas, S. Markham, S. Nachman, T. Naughton and F. Yammarino "An Empirical Test of the Plausibility of Individualized Leadership: Results from Multiple Longitudinal, Multi-level Studies" (expected completion fall, 1994).

Dansereau, F. and J. Alutto, "Differentiating Between Role Taking and Role Making" (completion expected, spring, 1994).

Alutto, J. and K. Kim, "Sources of Job Commitment and Satisfaction: Tests of Two Models With Managers of Chinese Enterprises" (completion expected fall, 1994).

SELECTED PRESENTATIONS

Over fifty presentations of scholarly work at national and regional professional associations during the period 1966 - 1980. Since that time presentations have included:

"Public Service and Schools of Management," State University of New York at Buffalo Council and the Buffalo and Erie Chamber of Commerce, January 1980.

"The Consequences Associated With Long Range Planning," 29th Meeting of the Middle Atlantic Association of Colleges and Business Administration, Pittsburgh, October 1980.

"Fundamental Problems in Leadership Research" (with S. Markham and F. Dansereau) presented at the 1980 Midwest Academy of Management Meetings, Ann Arbor.

"Alternative Role and Instrumentality Perception Models of Participation in Decision-Making: An Empirical Application of Within and Between Analysis" with F. Yammarino, F. Dansereau, S. Markham. Presented at Eastern Academy of Management Meetings, Buffalo, May 1980.

"Predicting Turnover from Personal, Attitudinal and Behavioral Factors: A Multivariate Analysis" with S. Parasuraman. Presented at Eastern Academy of Management Meetings, May 1981.

"An Empirical Examination of the Pay for Performance Dilemma" with S. Markham and F. Dansereau. Presented at Eastern Academy of Management Meetings, Binghamton, NY, May 1981.

"The Management of Academic Careers," Eastern Academy of Management, Binghamton, NY, May 1981.

"Change Strategies: Internationalizing the Business School," American Association of Collegiate Schools of Business, Ohio State University, March 1982.

"Absenteeism Rates as Measures in Organizational Experiments: Hidden Cyclical and Structural Variation" with F. Dansereau and S. Markham. Presented at Academy of Management Meetings, Dallas, 1983.

"Organizational Participation: A Cross Validation Study" with Erik Larson. Presented at Academy of Management Meetings, Dallas, 1983.

"An Initial Examination of Changes in Managerial Job Perceptions as a Result of Economic Reform in The Peoples' Republic of China" with D. Coleman. Presented at Academy of Management Meetings, Chicago, 1986.

"University Strategies for Involvement in State and Regional Economic Development" Annual Meeting of the American Assembly of Collegiate Schools of Business, 1986.

"Strategies for Change," American Assembly of Collegiate Schools of Business, Annual Seminar for Business School Deans, 1986, 1987, 1988, 1989.

"Internationalizing Business Schools," American Assembly of Collegiate Schools of Business, Annual Seminar, 1986, 1987, 1988.

"Issues Affecting Management Schools," Keynote address at the 1991 Annual Meeting of the Graduate Management Council, Vancouver.

"Sino-US Joint Ventures: Lessons for Economics in Transition," Society for Chinese Economics and Management, New Orleans, 1992.

Numerous presentations (ten to twelve per year) to corporate and civic groups on trends in management education and the design of corporations in an age of rapid change and international competition.

ASSOCIATION MEMBERSHIPS

American Sociological Association

American Psychological Association

Academy of Management - Secretary, Eastern Academy, 1973-74;

Board of Governors, 1975-78 and 1980-present; Proceedings Editor, 1978 and 1979; Vice-President Program, 1978; Vice President Elect, 1979; President, 1980.

American Association for the Advancement of Science

Industrial and Labor Relations Research Association

CONSULTING AND OTHER ACTIVITIES

Served as consultant to banks, manufacturing firms, aerospace companies, health care agencies, school districts and university systems. Included on arbitrator lists of American Arbitration Association and Federal Mediation and Conciliation Service. Arbitration activities have included cases in transportation, electronics, steel, food distribution, equipment manufacturing industries and state and federal agencies. Visiting Expert on Organizational Design and Human Resource Management, National Center for Science and Technology Management Development, People's Republic of China, 1983 - present (Program co-sponsored by United States Department of Commerce and People's Republic of China).

Member, U.S. Department of Commerce Advisory Board on Management Training in The Peoples' Republic of China (1985 - 1993)

Member, Board of Directors, Bank One Ohio Trust Company (1992-present)

Member, Board of Directors, United Retail Group, Inc. (1992-present)

Member, Board of Directors, Rand Capital Corp. (1986 - 1991)

Member, Board of Directors, Niagara Cutter, Inc. (1979 - 1989)

Chairman, Board of Directors, Health Care Plan, Inc. (1987 - 1991)
 Member, Board of Directors, Comptek, Inc. (1987 - present)
 Member, Board of Directors, Pathfinder-Heritage Mutual Fund (1987 - 1991)
 Member, Long Range Planning Committee on the United Way of Buffalo and Erie County;
 Chair, International Operations Task Force; Chair, Strategic Planning Committee (1981-1987)
 Campaign Chairman, United Way of Buffalo and Erie County (\$15.8 million Campaign) 1988
 Member, Board of Directors, United Way of Buffalo and Erie County (1984 - present)
 Member, Accreditation Visitation Committee, (1980-83 and 1987-90), Long-Range Planning
 Committee, International Business Affairs Committee, American Assembly of Collegiate Schools of
 Business
 Member, School Board, Amherst Central School District (1981-87); President (1982-87)
 Member, Executive Committee of Peter J. Schmitt Co. (1981-83)
 Member, Executive Committee, Middle Atlantic Association of Colleges of Business
 Administration (1983-86)
 Member, Board of Governors, Academy of Management (1984-86)
 Member, Board of Directors, Greater Buffalo Chamber of Commerce (1980-86)

Special Honors

Numerous special local recognitions for service to community (e.g., Chamber of Commerce, Rotary, etc.). In addition:

October, 1983 - National Columbus Day Honoree for Contributions to Management Education.

January, 1989 - National Award for "Outstanding Contributions to the Economic Modernization of China" by the State Economic Commission, State Commission on Science and Technology and State Education Commission of the Peoples' Republic of China.

May, 1990 - Recipient of Walter P. Cooke Award for Notable and Meritorious Service to the State University of New York at Buffalo, SUNY at Buffalo Alumni Association.

June, 1990 - Joseph A. Alutto Doctoral Fellowship in Management, \$100,000 endowment created by the School of Management Alumni Association in honor of contributions to doctoral education in management.

September, 1990 - Awarded Clarence S. Marsh Chair in Management, State University of New York at Buffalo, School of Management.

A compilation of local, state,
and national stories about
The Ohio State University
and issues concerning
higher education.

NEWS DIGEST

Published by the Office of
University Communications

Mary Lindner,
News Digest editor

THE DAILY REPORTER, Friday, August 6, 1993

Q & A:

Joseph Alutto

Dean relies on experience to meet challenges

By VICKI OLIVER
Daily Reporter Staff Writer

Joseph Alutto, dean of the College of Business at The Ohio State University, enjoys the perspective of his 26 years in business education.

He uses that experience to guide the col-

lege through funding challenges and the changing focus of business schools.

"Deans are probably the most important position at a university in the sense that you're still close enough to programs and faculty and students to affect outcomes in a very direct way, and yet have a boundary-spanning responsibility, particularly in the professional

CON'T ON PAGE 8

CON'T FROM PAGE 7

schools, that goes beyond the traditional academic needs and gets into professional practice and community involvement — it's a unique position at a unique level."



Alutto

The Daily Reporter: What was your assessment of the college of business programs when you arrived two years ago? What have you accomplished in that time? Where is the college now and where is it heading in the future?

Joseph

Alutto: When I

came here, I had the sense of an institution with a long tradition of accomplishment, a strong faculty that wasn't as well recognized as it should have been, programs that were solid and better than most people probably believed they were, with an opportunity for interaction with the corporate community that was far greater than was being experienced at the institution.

I had the sense of an institution that evaluated itself not so much in terms of the quality of its efforts, but by the size of its efforts.

So, if you asked people what Ohio State was known for, they mentioned its large programs, large school, large campus.

And despite that, there was quite a bit of quality going on using any traditional measures.

That's just not what the institution tended to focus on and talk about.

What we've been trying very hard to do is to continue to get people to ask real questions about what we're trying to accomplish — not just be big but be very, very good.

We've spent a lot of our time in the college trying to narrow the focus and not try to be everything to everyone, but be very good at the few things we choose to.

We've decided that the foundation for true greatness exists here, and it's our obligation to the community and the state to build on that.

We've tried very hard to identify areas of instruction and faculty research where we believe we are better than other institutions and then marshal our resources around those.

So even though the university has absorbed some almost devastating reductions, we've taken those budget reductions in the directions we want to go.

Instead of just cutting across the board here at the college, we've said, "We have these objectives that focus heavily on the development of our MBA program and we're improving the quality of our undergraduate experience, so let's take whatever reductions we have and award them consistently."

DR: What is your greatest challenge as dean?

Alutto: The greatest challenge is to convince the faculty here and the students that we are in fact much better than we think we are, but at the same time keep them focused on continuous development.

And that's difficult. You are in a terrible physical environment and it creates an environment where it's difficult for people to feel good about themselves.

When utilities are constantly failing, when bathrooms are flooding, it's hard for people to think.

Couple that with major budget reductions and you have a major morale problem.

My greatest challenge is to continue to try to get faculty to believe this is a great institution that's getting better and can compete in the near future with the handful of the best colleges of business on a worldwide basis.

The things that normally challenge a dean are not so much of an issue here. We have great corporate and alumni support. We've attracted good senior level faculty. The major issue has been a morale issue.

I think part of the problem at Ohio State is that we're very myopic. We think of ourselves as truly unique with unique problems nobody else is experiencing. Part of my job is to get faculty and staff out to visit other universities and do external benchmarking.

Ohio State tends to benchmark against itself, and that's not the way you do it. So if I can get faculty out to other good institutions and see how they operate, they realize they are not far off the mark.

When we have innovations like a major new leadership program at the MBA level, and when we turn around and we find out the best institutions like Chicago and Duke don't have programs as effective as that, you can't come away feeling more optimistic.

DR: Explain the idea of a "business campus" — the idea of bringing the business world onto campus. Is there a trend of looking at business school curriculums and including more practical experiences rather than the study of business theory?

Alutto: When we talk about a business campus, we mean the seven-building project that will be one of the first integrated multi-building projects on the old campus.

Those buildings are being designed from the perspective of the services that need to be provided. Everything is being designed in support of programs.

If you think about the participants in the programs as customers, then in a sense you get a customer-driven philosophy of continuous improvement.

And the customers aren't always students.

For many of the things we do, our consumers of what we produce may be other academics, they may be the corporate world, they may be other staff members.

And one of the hardest things here is to convince administrators that staff who don't deal directly with students nevertheless have customers.

At a university, there is the notion that in order to make things better, we have to make quantum leaps. And life doesn't work that way.

Life works with a series of steady improvements and small increments.

In the 1950s, we were criticized for being too practical. I think most of the better schools, including Ohio State, have found ways to integrate practice with understanding theory.

What that means is that we have our students working on not just abstract models of techniques but on applications of real cases through internship teams and projects. We've involved executives in the classroom so that linkage becomes part of the educational environment. We've asked questions about how you develop strategic alliances between companies.

DR: In addition to changes in MBA programs, how has the average MBA student changed? Is there an average MBA student?

Alutto: I don't know that the MBA student is necessarily different, but things have changed.

CON'T ON PAGE 9

The typical MBA class wouldn't have had as many women in it as it does today. Students are coming into our MBA program with more experience than they have had in the past. They are coming in with a greater desire to understand the international context within which business takes place, and that's a real help because it's easier to get them interested in it and excited about it. There is a growing recognition that societal demographics are critical to the performance of companies on a worldwide basis, not just domestically. We have a greater participation of international students in our programs, which is a tremendous benefit to American students and international executives as well.

What has happened is there have been essential changes in the ways colleges of business operate. So a great college of business today is truly a global concern.

We need a constant stream of people coming through here with new ideas. Colleges of business have become more complex as world economies have become more complex.

DR: How is the OSU business school interacting with the greater business community? For example, participation in the Ernst & Young Entrepreneur of the Year awards, and the advisory panel of business executives to the college of business.

Alutto: One of the dangers of being a dean is you tend to spend your time with large firms because they are the ones that have the most impact and are the most demanding.

You need to keep reminding yourself that a lot of job generation comes from small businesses.

I like participating in the Entrepreneur of the Year awards because they are an annual boost to the economy. You get a sense of the creativity and the excitement that's going on out there today.

It's one of the questions I use as a reality-testing mechanism. I ask myself, "What is the college doing in some of the areas where there is growth and there is innovation? Do we have programs that serve those areas?"

DR: How will continuing cut-backs in the state budget and the university affect the college of business?

Alutto: I've been here two years, and in two years I've lost

more than \$1 million and we're facing maybe another half million cut in the budget.

So, when you start with a \$14 million budget and you start losing those kinds of percentages, by definition, something has to give.

The question is, what do you do about it?

We've done two things.

The first is we've said, "Okay we're going to take those hits — there's no sense crying about it and going home to hide."

We said, "Let's step back and see how we can make those cuts, but still go in the direction we want to."

We've eliminated departments we didn't feel were essential to us, we've eliminated departments we didn't feel were consistent with our long-term objectives.

Instead of sitting around gnashing our teeth, we went to the corporate community and asked them to increase their support base.

Of course it hurts. When you lose 10 percent of your budget, I don't care who you are or how fat you are, it's going to hurt.

But you don't give up. It's a problem that needs to be solved and if you don't view it that way, then things really get out of hand.

Problems are just a test of our creativity.

DR: If you were going into business, what kind of business would you choose and why?

Alutto: Right now, the easiest businesses to get into are the ones that over the long term have the best shot — service businesses.

Usually they are the least capital intensive, and time has become such a valuable commodity for people that if you can start a business that creates or saves time, you should do well.

On the other hand, we've seen technology move so rapidly that good ideas involving technological applications shouldn't be ignored; it's just that you're going to have to move very quickly.

You've got to recognize shifts in demographics. Who is taking advantage of the demographic shifts in our society?

If you were in California, you'd make sure that whatever you do, you have a Spanish-speaking version of it.

What is happening to take advantage of opportunities in the aging population?

We're going through this terrible period because of major structural changes in the U.S. economy, but I don't think we have yet realized the benefits of it.

One benefit is that we have some incredibly talented people who have been forced to seek other opportunities, and they have tended to seek opportunities with smaller firms that in the past could not have afforded people with their talents, or they started their own businesses.

Both of these actions are positive moves toward the future.

I like what I'm doing. I like solving the kinds of problems I am confronted with.

I've occasionally been tempted by the private sector, but the range of responsibilities you have as a dean and as a faculty member offer so many sources of fun that I haven't seen anything just yet to replace that for me.

A compilation of local, state,
and national stories about
The Ohio State University
and issues concerning
higher education.

NEWS DIGEST

Published by the Office of
University Communications

Mary Lindner,
News Digest editor

The Columbus Dispatch

MAY 18 1994

Bank One adds Ohio State business dean to its board

The dean of Ohio State University's College of Business has been elected to the board of directors of Bank One Columbus.

Joseph A. Alutto, 52, who has been dean of OSU's Max M. Fisher College of Business since 1991, was named to the Bank One post yesterday.

The appointment was announced by Michael J. McMennamin, chairman and chief executive officer for Bank One Columbus, which has \$7.7 billion in assets and 55 branches in central Ohio.

"Dr. Alutto, who is considered a leading authority in managerial behavior, will be an important addition to the board of directors of Bank One, Columbus," McMennamin said in a

Joseph A. Alutto, 52, has been dean of OSU's Max M. Fisher College of Business since 1991.

statement.

Alutto was dean of the School of Management at the State University of New York at Buffalo from 1976 to 1990. He is a member of the board of directors of Bank One Ohio Trust Corp., United Retail Group and Comptek Research Inc.

He has also served as a consultant to banks, manufacturing and aerospace companies, health-care agencies and educational institutions, Bank One said.



NEWS

News Services
1125 Kinnear Road
Columbus, OH 43212-1153
Phone 614-292-2711
FAX 614-292-0154

For release

on receipt

6-5-98
(LO)

TRUSTEES APPROVE SEVERAL APPOINTMENTS, ACCEPT ENDOWED FUNDS

COLUMBUS -- The Ohio State University Board of Trustees on Friday (6/5) approved several appointments, accepted nine named endowed funds and two professorships, and conducted other business.

David Andrews appointed dean of Human Ecology

The board approved the appointment of **David Andrews**, professor of human development and family science and assistant director of The Ohio State University Extension for 4-H Youth Development, as dean of Ohio State's College of Human Ecology, effective July 1.

Andrews, 41, of DUBLIN, joined Ohio State in August 1995 as an associate professor and Extension state specialist in the college's Department of Family Relations and Human Development (which since has been restructured and renamed). He became assistant director for 4-H youth programs in August 1996 and was named a full professor in August 1997.

Though he has retained his faculty appointment and continued to work with graduate students, Andrews' efforts for the past two years have been focused on administration of the Ohio 4-H Youth Development Program. Before coming to Ohio State, he was co-investigator on national adolescent drug-abuse prevention projects as a research scientist for the Oregon Social Learning Center in Eugene from 1989 to 1995. He was an adjunct professor of psychology at the University of Oregon from 1989 to 1995, and taught in the Department of Human Development and Family Studies at Oregon State University from 1983 to 1989, heading that department from 1985 to 1989.

William Baeslack is interim vice president for research

Trustees approved the appointment of **William A. "Bud" Baeslack III**, an associate dean of the College of Engineering, as interim vice president for research at Ohio State, retroactive to May 19.

- more -

The appointment follows the March 20 death of Edward F. Hayes, who served as Ohio State's vice president for research for seven years.

Baeslack, 46, of WESTERVILLE, has served as associate dean for research and college development in the College of Engineering since 1994. Also a professor of industrial, welding and systems engineering, he joined the faculty in 1982. He chaired the Department of Welding Engineering from 1991 to 1994 and was director of the National Excellence in Materials Joining Education and Training Program at Ohio State during the 1994-95 academic year.

Baeslack and his staff have initiated or facilitated development of several major research-related activities at Ohio State, including a collaborative effort with the Edison Welding Institute to establish the Edison Joining Technology Center. Other partnership initiatives include the Gas Turbine Research Center, several National Science Foundation centers, the Ergonomics Institute and, most recently, a Federal Aviation Administration Center of Airworthiness Assurance.

Mabel Freeman named interim director of the Honors Center

The board appointed Mabel G. Freeman of BEXLEY, associate director of the University Honors Center, as interim director of the center, effective July 1. Freeman replaces David Hothersall, who is retiring. Freeman has been on staff at the Honors Center since its establishment in 1985, first as an academic counselor and then as assistant director. She was acting director before Hothersall's appointment in 1991, and became associate director during the 1992-93 academic year. She also is an adjunct assistant professor of educational policy and leadership.

Faculty appointments

Trustees appointed William S. Marras of POWELL, professor of industrial, welding and systems engineering, to the Honda Chair in Transportation, effective July 1 through June 30, 2003. Marras is director of the Biodynamics Laboratory and co-director of the Institute for Ergonomics. He also holds joint appointments in the Department of Physical Medicine and the Biomedical Engineering Center. The Honda Chair in Transportation was established in February 1997 to promote and support teaching and research in transportation-related technology in the College of Engineering.

Marcia P. Miceli, professor of management and human resources, was appointed to the Robert and Anne Hoyt Designated Professorship in Management, effective Oct. 1, 1998, through Sept. 30, 2003. An Ohio State faculty member since 1981, Miceli has served as department chair for management and human resources and as senior associate dean for academic programs in the Fisher College of Business. The professorship was established Friday (6/5) to fund the teaching, research and service activities of the Hoyt Professor in the Fisher College of Business.

Concurrent appointments

Joseph A. Alutto of UPPER ARLINGTON, dean of the Max M. Fisher College of Business, has been appointed to serve as executive dean for the professional colleges, effective July 1 through June 30, 2001. Alutto replaces Nancy Zimpher, dean of the College of Education, who is leaving Ohio State to become chancellor of the University of Wisconsin at Milwaukee.

Alutto has been dean and professor of management in the college since 1991. He previously was dean of the School of Management at the State University of New York at Buffalo from 1976 to 1990. He also was a faculty member in the Department of Organization and Human Resources at SUNY-Buffalo from 1966 to 1991.

Ohio State's colleges cluster into three areas: the professional colleges, the Colleges of the Arts and Sciences, and the health sciences. Executive deans coordinate discussions among the deans of each cluster on such issues as recruitment and retention of students on all levels, budget restructuring, performance and benchmarking measures, research support, and enhancing diversity and a sense of community on campus. The professional college cluster includes the Fisher College of Business and the colleges of Education; Engineering; Food, Agricultural and Environmental Sciences; Human Ecology; Law; and Social Work.

Trustees appointed **Gregory H. Williams**, dean and professor in the College of Law and professor of political science, to the Carter C. Kissell Professorship in Law, effective July 1. Williams has been dean at Ohio State's College of Law since 1993. He previously was associate vice president of the Office of Academic Affairs at the University of Iowa, where he had been a law professor and administrator since 1977. The professorship was established Friday (6/5) to fund a professorship in the college, with preference that the fund will support the Office of the Dean.

Appointments, reappointments of chairs and directors

The board appointed **Marvin T. Batte** of DELAWARE, professor of agricultural economics, as interim chair of the Department of Agricultural, Environmental and Development Economics, effective July 1 through June 30, 1999.

Trustees appointed **Carroll Glynn**, chair of the Department of Communication at Cornell University, as director of the School of Journalism and Communication, effective July 1 through June 30, 2002.

James P. Phelan of UPPER ARLINGTON was reappointed as chair of the Department of English, effective July 1 through Sept. 30, 2002.

Stephen A. Buser of UPPER ARLINGTON was reappointed as chair of the Department of Finance, effective Oct. 1, 1998, through Sept. 30, 2002.

Appointments to Marion Campus board

The board approved the appointment of two new members to The Ohio State University-Marion Campus Board and the reappointment of two members, effective July 1. **Deborah Martin**, a Delaware County commissioner and managing member of Delaware Realty and Properties Ltd., was appointed to a three-year term. **Alisha Spaid**, an accounting major in the College of Business at the Marion campus, was appointed to a one-year term as a student member of the board. Board members **John Mizick** and **Fred White** were reappointed to three-year terms.

Board accepts nine named endowed funds, two professorships

The board heard a report from Jerry May, vice president for development, on fund-raising efforts, including the establishment of **The Carter C. Kissell Professorship in Law**. A gift of \$750,000 from alumnus Carter C. Kissell of Chagrin Falls will support a professorship in the College of Law, with preference that the fund will support the Office of the Dean.

May also reported the establishment of nine named endowed funds and a designated professorship with gifts totaling more than \$850,000.

-- **The Frank L. Tosi Memorial Scholarship Fund**, \$50,000, to provide scholarships in the College of Dentistry.

-- The Robert and Anne Hoyt Designated Professorship in Management, \$37,500, for the Fisher College of Business.

-- The Herbert J. Block Family Cancer Research Endowment Fund, \$261,700, to support cancer research at the Comprehensive Cancer Center - Arthur G. James Cancer Hospital and Research Institute.

-- The Elsie Alberty Scholarship Fund in Curriculum Studies, \$243,468, to provide financial assistance for doctoral students in the College of Education.

-- The Judy Bunting Cheerleaders Scholarship Fund, \$100,000, to provide scholarships in the Department of Athletics.

-- The Tobi Goldoftas Fluid Power Fund, \$57,864, to support fluid power technology at the Agricultural Technical Institute in Wooster.

-- The Robert H. Horton Athletic Scholarship Fund, \$30,960.

-- The Paul E. Bryant Athletic Scholarship Fund, \$30,000.

-- The Lois M. Jones Endowment for Cancer Research Fellowships, \$26,231, to provide fellowships and program support in the Comprehensive Cancer Center - Arthur G. James Cancer Hospital and Research Institute.

-- The Leggett Family Fund, \$16,487, to provide scholarships in the Department of Computer and Information Sciences.

Emeritus titles granted

Trustees granted emeritus titles to:

-- Sandra E. McCormick, professor emeritus of teaching and learning, retroactive to June 1.

-- George M. Kreps, associate professor emeritus at the Agricultural Technical Institute, effective July 1.

-- C. Emmajo Shearer, assistant professor-clinical emeritus of dentistry, effective July 1.

Resolutions in memoriam

Trustees adopted resolutions in memoriam for:

-- Jack L. Beal, professor emeritus of pharmacy, who died Feb.

-- Paul C. Bowers, assistant professor emeritus of history, who died March 1.

-- Robert Lang, instructor emeritus in the Ohio State University Extension, who died March 27.

Miscellaneous business

In other business, trustees:

-- Approved changing the name of the Department of Zoology to the Department of Evolution, Ecology and Organismal Biology to better reflect its research and teaching mission.

-- Approved an amendment to the Rules of the University Faculty that will allow members of university promotion and tenure committees to participate in the review of cases from departments other than their own.

-- Approved promotions, tenure and reappointments for 182 faculty members.

-- Heard a proposed Financial Conflict of Interest Policy for Faculty, which outlines policies and procedures so that faculty members' professional activities do not create a conflict of interest.

-- Heard a report from Edward J. Ray, acting senior vice president and provost, about continuing student computing fees for Public Policy and Management, Engineering and Business. Units provide matching funds, and consultation with students, faculty and administrators shows a need to continue the fee process for computing equipment and services.

-- Appointed Glenn S. Daehn, professor of materials science and engineering, and William E. Wolfe, professor of civil and environmental engineering and geodetic science, to three-year terms (June 1 through May 31, 2001) on the Engineering Experiment Station Advisory Council.

#

Contact: Emily Caldwell, University Communications, (614) 292-8309

Date: Fri, 22 Jun 2007 17:56:18 -0400
From: OSUToday <osutoday@osu.edu>
Subject: Special Edition of OSU Today
To: ihnat.1@osu.edu
X-BulkMail-Envelope-From: <>
Original-recipient: rfc822;ihnat.1@osu.edu

Alutto to Serve as Ohio State Interim President July 1

The Ohio State University Board of Trustees today named Joseph A. Alutto, dean of the university's Max M. Fisher College of Business, to serve as interim president. He will formally assume the new responsibilities July 1.

"As we continue our presidential search, we are fortunate to have someone of Joe's caliber and experience at the helm of the university," said Board Chairman Gil Cloyd at the conclusion of a special trustees meeting.

"Joe is highly respected on campus, in the community, and in academic circles across the country. He is the ideal person to serve as the university's chief executive officer on an interim basis while the board searches for a permanent replacement for outgoing President Karen A. Holbrook," Cloyd added.

"I am honored to accept this position. I look forward to doing my part working with students, faculty, staff and friends to continue the great progress we are making as one of America's top public research universities," Alutto said.

Holbrook concludes her five year term as Ohio State's 13th president at the end of the fiscal year, June 30.

Cloyd and presidential search committee chair Alex Shumate said the search for Ohio State's 14th president continues on schedule.

"We remain on our timeline to name a new president to arrive on campus by autumn quarter," said Shumate, a member of the board of trustees. "In the meantime, we will continue to run a dignified process that respects the confidentiality of prospective candidates for the position."

Alutto, 65, has been a faculty member and administrator at Ohio State since 1991, when he was appointed dean of the Fisher College, where he holds the John W. Berry Sr. Chair in Business and is a professor of management and human resources. Alutto also serves as Executive Dean for the Professional Colleges, where he coordinates the activities of the Colleges of Education and Human Ecology, Engineering, Food, Agricultural and Environmental Sciences, Law and Social Work and represents

the interests of those colleges in university-wide decision-making bodies.

Steve Mangum, senior associate dean for academic programs of the Fisher College, will become acting dean of the Fisher College of Business on July 1.

Alutto is a leading authority on managerial behavior, having published a book and more than 65 articles in academic journals. His research expertise also includes joint ventures, corporate and individual performance, management education and Sino-U.S. economic activity. He has lectured widely in Asia on management issues, and in 1984 pioneered the first Sino-U.S. jointly funded MBA program offered in the People's Republic of China.

Before joining Ohio State, Alutto was the Clarence S. Marsh Professor of Management at the State University of New York at Buffalo, focusing his research on Sino-U.S. joint ventures and the relationships between improvement processes and corporate performance. He also served as Dean of the SUNY-Buffalo School of Management from 1976 to 1990.

Alutto earned his B.A. in business administration from Manhattan College, M.A. in industrial relations from the University of Illinois, and Ph.D. in organizational behavior from Cornell University.

Date: Mon, 02 Jul 2007 05:03:40 -0400
From: Interim President/Interim Provost Alutto <osutoday@osu.edu>
Subject: Special Message
To: ihnat.1@osu.edu
X-BulkMail-Envelope-From: <devnull@osu.edu>
Original-recipient: rfc822;ihnat.1@osu.edu



Joseph A. Alutto

Interim President
Interim Executive Vice President and Provost
205 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1357

Dear faculty and staff members,

I am deeply honored that Ohio State has called on me to serve as its interim provost and, just a few days ago, as its interim president.

Wearing both hats will be a challenge, as you can imagine. But thanks to the considerable expertise and great good will of my colleagues in both the Office of Academic Affairs and the Office of the President, I am confident that the university will move forward seamlessly.

In fact, that is my primary goal. In the coming months, I will invite all of you to work with me to enhance the momentum for excellence that, under the leadership of President Holbrook and Provost Snyder, has come to characterize Ohio State.

As we do so, the Academic Plan will continue to chart our route to our institution's ultimate destination — that of being the finest public land-grant research university in the nation and a beacon of international excellence.

Though moving decisively toward those overarching goals will require effort in many areas, I hope to bring special focus to two related areas in particular: access to excellence and internationalization.

I am convinced that the time has come for Ohio State to distinguish itself as a nationally recognized portal of access to excellence. Providing access to anything less than excellence would be a disservice to our students, colleagues, and the State of Ohio. To accomplish this means providing superior academic challenges and serious financial support so that accomplished and motivated students — regardless of economic background — will be able to joyously walk through our

doors. It also assumes that we will ensure a nurturing and stimulating professional environment for our faculty and staff, one that truly provides the foundation for personal, professional, and institutional success.

The time has also come for Ohio State to systematically make its mark as a global institution. In fact, as you may know, plans for increasing the university's international impacts are already underway. The International Programs Task Force has recently identified a number of steps to internationalize our programs and processes while more thoroughly integrating international perspectives into the university academic experience. These recommendations will be invaluable as Ohio State launches a new era of international commitment.

I will be saying more about access to excellence and internationalizing the university in the coming weeks. However, as I begin my official appointments as interim president and interim provost, I simply want you to know how much I look forward to working with all of you in fulfilling the university's most noble calling, the creation and transfer of knowledge across generations.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe Alutto". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Joe Alutto
Interim President
Interim Executive Vice President and Provost

Date: Thu, 11 Oct 2007 16:32:50 -0400
From: "E. Gordon Gee" <gordon.gee@osu.edu>
Subject: Executive Vice President and Provost, Joseph A. Alutto
To: ihnat.1@osu.edu
X-BulkMail-Envelope-From: <devnull@osu.edu>
Original-recipient: rfc822;ihnat.1@osu.edu

A MESSAGE FROM E. GORDON GEE

October 11, 2007

Dear University Community,

For the past 30 years - including 16 at Ohio State - Joe Alutto has devoted his career to providing access to excellence in public higher education. That is why I am very pleased to announce his appointment as executive vice president and provost of The Ohio State University, pending approval by the Board of Trustees at its November 2 meeting.

In his role as chief academic officer, Dr. Alutto will lead the university's academic programming, faculty development, student academic affairs, and strategic academic planning. He will continue to lead ongoing efforts such as the Targeted Investments in Excellence initiative, the doctoral program review, STEM funding initiatives, the implementation of the General Education Curriculum, and the international program initiative.

I have known Joe for many years, and am proud to say that I hired him to be the dean of the Fisher College of Business in 1991. He has served the university admirably. Joe is a highly regarded leader in the community, on campus and in academic circles across the nation.

Joe is the ideal person to serve the university in this capacity, and I ask that you join me in congratulating him as Ohio State's new executive vice president and provost.

Sincerely,

E. Gordon Gee
President



Chute, Tamar

From: Gee, E
Sent: Tuesday, November 27, 2012 7:25 PM
To: Chute, Tamar
Subject: Upcoming changes in senior leadership

Dear Colleagues and Friends:

I write to announce that Joseph A. Alutto, Executive Vice President and Provost, will be stepping down from his position effective June 30, 2013.

Since 2007, Provost Alutto has served as the University's chief academic officer, overseeing collaboration among the academic and administrative vice presidents, deans, and faculty. He is the second-longest serving Provost in the history of The Ohio State University. With his steady hand at the helm, our strategic vision to transform the University from excellence to eminence has made remarkable progress. His rigor of thought, clear vision, and compassion have provided the ballast that helps keep our University on an upward trajectory.

Among his major accomplishments include the development of a University strategic plan with its strong focus on faculty and students, creation of the College of Arts and Sciences, development of our globally significant Discovery Themes, broadening of pathways for recognizing faculty accomplishments, recruitment of fourteen exceptional deans, development of plans for enhanced first- and second-year educational experiences integrated with the North Residential District improvement project, enhancement of our distance-learning capabilities, successful implementation of our semester conversion, expansion of international programming, securing significant increases in student financial aid, and enhancement of services for military veterans.

Provost Alutto has been a faculty member and administrative leader at Ohio State since 1991. As Dean of the Max M. Fisher College of Business for 16 years, he guided the College to new levels of excellence and prominence. His efforts led to increased national ranking for the College and creation of the six-building Fisher business campus and six-building MBA residential facilities (Fisher Commons). Dr. Alutto also served two years as President of the American Assembly of Collegiate Schools of Business, the international accrediting association for colleges of business.

After former President Karen Holbrook and former Provost Barbara Snyder accepted new positions and left Ohio State, in 2007 he served simultaneously as Ohio State's Interim Provost and Interim President,

the only time that has occurred in the University's history. He has been a significant contributor to our community as well, serving on the boards of Experience Columbus, United Way, Columbus-Franklin County Finance Authority, and Ohio Third Frontier Advisory Board.

After having served six years as Provost, Dr. Alutto will be returning to the faculty, and I am grateful that he has agreed to serve as a Special Advisor to the President working on several initiatives, including distance education and University Advancement activities.

As we celebrate the unparalleled legacy of Dr. Alutto, we are also deeply fortunate to be assured that the momentum in our academic journey will continue apace. In this regard, I am pleased to announce that Joseph Steinmetz, Executive Dean and Vice Provost of the College of Arts and Sciences, will assume the role of Executive Vice President and Provost, beginning July 1, 2013.

Since joining Ohio State in 2009, Dean Steinmetz has been instrumental in leading the structural reorganization of our five arts and sciences colleges. Throughout his academic career and administrative leadership, he has been wholly committed to strengthening interdisciplinary research and collaborations across departments and colleges.

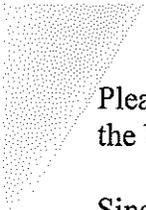
Dean Steinmetz also has been aggressive in his mission to invigorate the arts on our campus and promote an atmosphere that inspires creativity and excellence. To this end, he has been spearheading a major effort to renovate facilities and create an "arts district" near the intersection of 15th Avenue and High Street. Through the creation of new partnerships, he has extended the University's reach throughout the city to make the visual and performance arts in Columbus more vibrant.

Dean Steinmetz previously served as Interim Provost and Dean of the College of Liberal Arts and Sciences at the University of Kansas. Also at Indiana University for 19 years, he served as Executive Associate Dean for the College of Arts and Sciences and Chair of the Department of Psychology. He was designated a University Distinguished Professor at Indiana University and at the University of Kansas.

A nationally respected behavioral neuroscientist, Dean Steinmetz is president of the Association for Psychological Science. He was recognized in 1996 by the National Academy of Sciences with the Troland Award for his contributions to the fields of experimental psychology and neuroscience and was designated a AAAS Fellow in 2012.

As our new Executive Vice President and Provost, Dr. Steinmetz will continue and expand the effort to move us forward academically and solidify our position in the front ranks of American universities.

A national search will be launched immediately to fill the position of Executive Dean of the College of Arts and Sciences.



Please join me in thanking Provost Alutto for his exceptional service to the University and congratulating Dean Steinmetz on his new role.

Sincerely,

E. Gordon Gee
President

He'll carry out Gee's vision, OSU's interim president says

By [Collin Binkley](#)

The Columbus Dispatch Wednesday July 17, 2013 12:55 PM

As interim president of Ohio State University, Joseph A. Alutto said his job is to prove that E. Gordon Gee's vision was more than wishful thinking.

"This is not just a bunch of people being imaginative," Alutto said this morning in his first interview since taking over for Gee this month.

By pushing forward initiatives that Gee began -- such as recruiting top faculty in areas that the university hopes to bolster -- Alutto said he hopes to make Ohio State attractive to the person who will take the reins next.

But he doesn't know how long it will take to find a successor. The university took the first steps yesterday by naming a search committee but hasn't hired a search firm. Alutto could be president as little as three months or more than a year, he said. "I'll serve as long as the board wants me to serve."

The university also today released Alutto's base salary: He will be paid \$675,000 a year as interim president. Gee was paid slightly more than \$2.1 million.

Alutto described himself as a much different leader from his predecessor. Gee was a visionary, said Alutto, while he calls himself a "problem-solver" whose strength is taking the steps to meet that vision.

That vision includes recruiting faculty in three primary areas: health and wellness, food production and security, and energy and the environment -- or what the university calls its "discovery themes."

Ohio State plans to spend \$400 million over the next 10 years recruiting faculty into those areas. Alutto said he also will start planning for new projects, such as the space that will be left open when St. John Arena is leveled.

Alutto also said he wants to expand master's degree programs, in part as a way to increase revenue without raising tuition.

In his first weeks, Alutto said he has seen little of Gee, who announced his retirement last month after news broke that he had made jokes about Catholics and other universities at a December meeting.

Gee plans to stay at the university as president emeritus, and the university recently made plans to spend \$190,000 to renovate an office suite for him.

Whether Gee will help Alutto guide the university, or to what extent, has yet to be decided, Alutto said. "There just hasn't been time."

[@cbinkley](#)

[Email](#)

Haire, Kevlin

From: Interim President Joseph A. Alutto
Sent: Friday, May 30, 2014 7:38 AM
To: Haire, Kevlin
Subject: Reception Honoring Joseph A. Alutto



Please join friends and colleagues
at a reception honoring

Joseph A. Alutto Interim President

Tuesday, June 24, 2014
4:30 to 6 p.m.

William Oxley Thompson Library
Buckeye Reading Room

1858 Neil Avenue Mall
Columbus, Ohio 43210

Brief program at approximately 5 p.m.
Acceptances only by June 18 to events@osu.edu,
or call (614) 292-9051.

Parking in Neil Avenue Garage
<http://library.osu.edu/about/map/>

To send a note of thanks or reflection to Interim President Alutto, visit president.osu.edu.



The Columbus Dispatch



» Hot Links:

Education Insider: Interim Ohio State chief Alutto No. 3 on best-paid list of university presidents



Read Charlie Boss' Education Insider column on Wednesdays.

By **Charlie Boss**

The Columbus Dispatch • Wednesday June 10, 2015 5:33 AM

Comments: 0 3 2 25

As interim Ohio State University president last year, Joseph A. Alutto was among the highest-paid college executives, according to a recent survey by *The Chronicle of Higher Education*.

His total compensation was \$996,169 (including base pay of \$634,572), third behind Rodney A. Erickson, president of Pennsylvania State University at University Park (\$1,494,603), and R. Bowen Loftin, president of Texas A&M University at College Station (\$1,128,957).

Alutto led the university after E. Gordon Gee retired in 2013 and before Dr. Michael V. Drake assumed the post last June.

Gee topped *The Chronicle's* total-compensation list during the 2011-12 school year with \$1,899,420, which included a base salary of \$830,439.

The survey includes compensation information on 238 chief executives at 220 public universities and systems in the country. The median salary for presidents who served a full year was \$428,250.

...

Only a dozen educators applied for the Olentangy superintendent vacancy, a smaller-than-usual pool of candidates for such a position.

Cheryl Ryan, deputy director of school-board services with the Ohio School Boards Association, said a late start to the search is partly to blame. Still, she's impressed with the six candidates she recommended the board interview starting this week.

They are: Keith Bell, superintendent of Euclid schools; Scot Prebles, superintendent of Brecksville-Broadview Heights near Cleveland; Mark Raiff, chief academic officer at Olentangy; David Stewart, deputy superintendent for South-Western; Douglas Ute, superintendent of Newark; and Philip Wagner, superintendent of Licking Heights.

Bell, a longtime central Ohio educator, was one of the administrators in Columbus schools who alerted then-Superintendent Gene Harris to the district's attendance problems, particularly the mismatch between the number of kids in class and the attendance that had been recorded in the district's computer system.

A state audit later found that Bell had been stripped of his job responsibilities and urged to resign after taking evidence of data tampering to Harris.

Prebles served as superintendent of Granville schools in Licking County before leaving for Brecksville-Broadview.

The board plans to name the successor to retiring Superintendent Wade Lucas before the end of the month.

...

Working adults and part-time students at Columbus State Community College now have scholarship programs just for them.

EDUCATION BLOG

» CCAD 'took a risk' on now-resigned chief, leader tells students

EDUCATION DATABASES

- » District report cards
- » School report cards
- » School District Poverty Estimates

HELPFUL LINKS

- » Bexley
- » Canal Winchester
- » Columbus
- » Dublin
- » Gahanna-Jefferson
- » Grandview Heights
- » Groveport-Madison
- » Hamilton
- » Hilliard
- » New Albany-Plain
- » Reynoldsburg
- » South-Western
- » Upper Arlington
- » Westerville
- » Whitehall
- » Worthington

LOCAL STORIES FROM THISWEEK

» Don Scott Field to remain an airport, dean says

Joseph A. Alutto
 Fisher College of Business
 The Ohio State University
 248 Fisher Hall
 2100 Neil Avenue
 Columbus, Ohio 43210
 Phone # 614-292-7901
 Fax # 614-854-0632
 alutto.1@osu.edu

EDUCATION

1962 BBA Manhattan College - Business Administration
 1965 MA University of Illinois - Industrial Relations
 1968 PhD Cornell University - Organizational Behavior

ACADEMIC EXPERIENCE

July 1, 2014 – present Distinguished Professor of Organizational Behavior, Max M. Fisher College of Business, The Ohio State University

July 1, 2013 – June 30, 2014 Interim President, The Ohio State University

Chief executive officer for the six campuses of The Ohio State University, which has an annual budget of \$5.2 billion and a student population of more than 60,000. A major public research university and the state's leading comprehensive teaching and research institution, Ohio State has 14 colleges offering more than 160 undergraduate majors, 115 Master's programs, and 100 doctoral and professional degree programs. Ohio State was ranked 18th among the nation's best public universities in the *U.S. News & World Report's* 2013 edition of "America's Best Colleges."

October 11, 2007 – June 30, 2013 Executive Vice President and Provost, The Ohio State University

Chief academic officer of The Ohio State University. As executive vice president and provost, was responsible for the administration, coordination, and development of all academic functions of the university. Ohio State's 14 colleges and five regional campuses reported to the provost, as did the following units of the university: Academic Misconduct, ADA Coordinator Office, Arts Initiative, Office of the CIO, Comprehensive Cancer Center, Diversity and Inclusion, Enrollment Services, Graduate School, Human Resources, Institutional Research and Planning, International Affairs, Outreach and Engagement, John Glenn School of Public Affairs, Office of Research, ROTC, Strategic Planning, Student Life, The Women's Place, Undergraduate Education, University Center for Advancement of Teaching, University Libraries, University Senate, and Wexner Center for the Arts. In coordinating all university budgetary commitments he served as chair for the university's Integrated Financial Planning Committee and Senior Management Council. Creating and supporting an environment that advances the university's mission of

achieving international distinction in education, scholarship, and public service required that the executive vice president and provost interact with the offices of all vice presidential areas; participate in all Board of Trustees meetings; have strong working relationships with the University Senate and its committees and with student and staff governance organizations; and actively collaborate with such statewide and regional organizations as the Ohio Board of Regents and the Inter-University Council of Ohio, as well as with national associations that include the AACU, AAU, ACE, APLU, and CIC.

July 1, 2007 - October 10, 2007 Interim Executive Vice President and Provost,
The Ohio State University

July 1, 2007 - September 30, 2007 Interim President, The Ohio State University

2002-2007 Executive Dean of the Professional Colleges, The Ohio State University

The professional colleges cluster includes Fisher College of Business, College of Education and Human Ecology, College of Engineering, College of Food, Agricultural, and Environmental Sciences, Moritz College of Law, and College of Social Work. As Executive Dean, was responsible for coordinating activities among cluster members and representing cluster interests in university-wide deliberations. The Executive Dean served on key planning and implementation committees of the university (e.g., President's Cabinet, Deans' Steering Committee, President's Council on Women's Issues, University Budget Advisory Committee) providing guidance to the president and provost on university-wide matters.

1991-2007 Dean and John W. Berry, Sr. Chair in Business and Professor of Management,
Max M. Fisher College of Business, The Ohio State University

Chief administrative officer responsible for all academic and non-academic operations of the Fisher College involving 110 faculty, 120 staff members, 5,000 graduate and undergraduate students and an operating budget of over \$55 million. Initiatives have focused on: reallocating instructional resources to focus on graduate (MBA and PhD) programs while also upgrading undergraduate programs (e.g., introduction of two new honors programs and business minor concentration); planning for and constructing a new six-buildings, \$135 million campus for the college (ground breaking occurred June 1995 with completion in June 2002); creating a six-building living-learning center for MBA students; expanding executive education programs; redesigning internal governance structures to provide greater emphasis on faculty, staff and student participation in program planning and implementation activities; creating special centers of excellence (e.g., Service Leadership, International Business, Operational Excellence, Information Technology, Entrepreneurship); expanding international programs; raising over \$165 million in private giving; increasing the college's permanent endowment to over \$130 million; significantly improving external rankings for MBA and undergraduate programs; and enhancing support for faculty research.

1976-1990 Dean, School of Management, State University of New York at Buffalo

Chief administrative officer responsible for all academic and non-academic operations of the school. Accomplishments included: *Business Week* ranking of school as one of 40 best in the U.S.; establishment by Bilateral Protocol of first MBA program based in People's Republic of China; securing \$4 million in funding from the United States and People's Republic of China to fund first ten years of China based MBA Program; creation of Regional Economic Assistance Center; establishment of Center for Management Development resulting in NUCEA Region II Awards for Outstanding Non-Credit Program Development (1985), Marketing Plan Innovations (1988) and NUCEA National Award for Innovative Certificate and Non-Traditional Degree Programs (1990); organizing facilities design, fund generation and movement of all faculty and staff to the new Jacobs Management Center; fourfold increase in external research funding; creation of five funded chairs and three alumni professorships; reaccreditation of all programs and initial accreditation of accounting programs by AACSB; development of new programs in management information systems, international management (with special emphases on Mexico, Eastern Europe, Indonesia, Japan and China), financial institutions and markets, and health care management; establishment of a career development and placement office in the school as well as an alumni and corporate development office; creation of six regional, national and international external executive advisory boards for academic programs; creation of International Executive Program; development of joint programs with faculties of engineering and social sciences; generation of support for dean's summer fellowship program for faculty; securing support for multiple student fellowship programs; implementation of the first on-campus individualized budgeting system for all faculty and staff; chairing multiple university-wide committees.

1966-1991 Clarence S. Marsh Professor, Professor, Associate Professor, Assistant Professor
State University of New York at Buffalo, School of Management
Department of Organization and Human Resources

Activities included: lecturing widely in executive development programs for senior and middle-level managers focusing on structural characteristics of organizations, matrix forms of design, performance and productivity, leadership, quality control and improvement processes, and conflict management; research focusing on comparative analyses of professional employment systems, studies of patterns of participation in organizational decision making, analysis of structural design and performance; teaching courses in organizational theory and analysis, research methods, organizational design strategies, leadership and the comparative analysis of professional occupations; acted as dissertation chairman for 12 completed PhDs; committee activities included PhD, MBA, Curriculum and Inter-University Advisory Committee to the Survey Research Center; Executive Committee of the Graduate School; Faculty Review Committee and Committee on Promotion and Evaluation Standards; served as a "reviewer-referee" for *Management Science*, *Social Forces*, *Industrial and Labor Relations Review*, *Administrative Science Quarterly*; member, Editorial Review Board, *Academy of Management Review*, 1981-84; 1972-74 served as Chairman, PhD Program, responsible for program design, policy development and program administration; 1975-76 Associate Dean, responsible for all internal resource allocation and internal university relationships.

- 1974-1975 Visiting Professor of Behavioral Science, Graduate School of Industrial Administration, Carnegie Mellon University.
- 1971-1972 Visiting Associate Professor of Industrial Sociology, Department of Sociology, Brock University.
- 1968-1972 Off-Campus Faculty Member, Cornell University, New York State School of Industrial and Labor Relations.

SELECTED PUBLICATIONS

Books and Monographs

Dansereau, F., J. Alutto, and F. Yammarino. *Theory Testing in Organizational Behavior: The Variet Approach*. Englewood Cliffs, N.J.: Prentice-Hall, 1984.

Dansereau, F., J. Alutto and F. Yammarino. *Instructors Manual: Theory Testing in Organizational Behavior: The Variet Approach*. Englewood Cliffs, N.J.: Prentice Hall, 1984.

Articles and Book Chapters

Alutto, J. "Culture, Levels of Analysis, and Cultural Transition" in F. Dansereau and F. Yammarino. *The Many Faces of Multi-Level Issues- Research in Multi-Level Issues, Vol I*, Elsevier Science Ltd., 2002.

Alutto, J. "Just-in-Time Management Education in the 21st Century." *HR Magazine*, 21st Century HR, Vol. 44, No. 11, January 2000.

Dansereau, F., F. Yammarino, S. Markham, J. Alutto, J. Newman, M. Dumas, S. Nachman, T. Naughton, K. Kim, S. Al-Kelabi, S. Lee, and T. Keller. "Individualized Leadership: A New Multiple-Level Approach" in Dansereau, F. and Yammarino, F. (Eds) *Leadership: The Multiple-Level Approaches*. JAI Press, 1998.

Dansereau, F., F. Yammarino, S. Markham, J. Alutto, J. Newman, M. Dumas, S. Nachman, T. Naughton, K. Kim, S. Al-Kelabi, S. Lee, and T. Keller. "Extensions to the Individualized Leadership Approach: Placing the Approach in Context" in Dansereau, F. and Yammarino, F. (Eds) *Leadership: The Multiple-Level Approaches*. JAI Press, 1998.

Dansereau, F., F. Yammarino, S. Markham, J. Alutto, J. Newman, M. Dumas, S. Nachman, T. Naughton, K. Kim, S. Al-Kelabi, S. Lee, and T. Keller. "Individualized Leadership: A New Multiple-Level Approach." *Leadership Quarterly*, 1995.

- Alutto, J. "Whither Doctoral Business Education?: An Exploration of Program Models." *Selections*, Graduate Management Admissions Council, Spring 1993.
- Alutto, J. "Issues Affecting Management Education." *Selections*, Graduate Management Admissions Council, Fall 1991.
- Dansereau, F. and J. Alutto "Levels of Analysis Issues In Climate and Culture Research" in B. Schneider (Ed.) *Climate and Culture in Organizations*. Beverly Hills, California: Jossey Bass, 1990.
- Alutto, J. and D. Coleman. "Cross-Cultural Examination of Chinese Managers" in C. Carl Pegels, *Management and Industry in China*. NYC: Praeger, 1987.
- Parasuraman, S. and J. Alutto. "Sources and Outcomes of Stress in Organizational Settings: Toward the Development of a Structural Model." *Academy of Management Journal*, 1984.
- Markham, S., F. Dansereau, J. Alutto and M. Dumas. "Leadership Convergence: An Application of Within and Between Analysis to Validity." *Applied Psychological Measurement*, 1983.
- Markham, S., F. Dansereau and J. Alutto. "Absenteeism Rates as Measures in Organizational Experiments: Hidden Cyclical and Structural Variations." *Review of Business and Economic Research*, 1983.
- Markham, S., F. Dansereau, J. Alutto. "On the Use of Shift as an Independent Variable in Absenteeism Research." *Journal of Occupational Psychology*, 1982.
- Markham, S., F. Dansereau, J. Alutto. "Group Size and Absenteeism Rates: A Longitudinal Analysis." *Academy of Management Journal*, 1982.
- Markham, S., F. Dansereau and J. Alutto. "Female Versus Male Absence Rates: A Temporal Analysis." *Personnel Psychology*, 1982.
- Parasuraman, S. and J. Alutto. "An Examination of the Organizational Antecedents of Stressors at Work." *Academy of Management Journal*, Vol. 24, No. 1, March 1981.
- Dansereau, F., J. Alutto, S. Markham and M. Dumas. "Multiplexed Supervision and Leadership: An Application of Within and Between Analysis" in Hunt, J., U. Sckaran, and C. Schriesheim (eds.), *Leadership: Beyond Establishment Views*. Carbondale, IL: SIU Press, 1981.
- Dansereau, F., J. Alutto, S. Markham and M. Dumas. "A Multiplexed Response to Professors Bass and Morely" in Hunt, J., C. Schriesheim and U. Qekaran, *Leadership: Beyond Establishment Views*. Carbondale, IL: SIU Press, 1981.

Dansereau, F., J. Alutto and S. Markham. "An Initial Investigation into the Suitability of Absenteeism Rates as Measures of Performance." *Proceedings of the 1977 Academy of Management*, Orlando, Florida; reprinted in Bryant, D. and Niehaus, R. *Manpower and Organizational Design*. New York: Plenum Press, 1978.

Alutto, J. Review of R. Miles, "Theories of Management." *Industrial and Labor Relations Review*, Vol. 32, July 1978.

Vredenburg, D. and J. Alutto. "Perceived Structure in Relation to Industrial Attitudes and Performance." *Organization and Administrative Sciences*, Vol. 8, Summer-Fall 1977.

Alutto, J. and D. Vredenburg. "Characteristics of Decisional Participation by Nurses." *Academy of Management Journal*, Vol. 20, No. 2, 1977.

Alutto, J. and F. Acito. "Decisional Participation and Sources of Satisfaction; A Study of Manufacturing Personnel." *Academy of Management Journal*, Vol. 17, No. 1, 1974.

Alutto, J. and J. Belasco. "Attitudinal Militancy Among Professional Employees." *Industrial and Labor Relations Review*, January 1974.

Hrebiniak, L. and J. Alutto. "A Comparative Organizational Study of Performance and Size Correlates in In-Patient Psychiatric Departments." *Administrative Science Quarterly*, September 1973.

Alutto, J. and J. Belasco. "Patterns of Teacher Participation in School System Decision-Making." *Educational Administration Quarterly*, Winter 1972; translated and reprinted in J. Goldstein (ed.), *Studies in Educational Administration and Organization*, Center for Educational Administration, University of Haifa, 1973.

Alutto, J., L. Hrebiniak and R. Alonso. "On Operationalizing the Concept of Commitment." *Social Forces*, June 1973.

Hrebiniak, L. and J. Alutto. "Personal and Role-Related Factors in the Development of Organizational Commitment." *Administrative Science Quarterly*, December 1972.

Belasco, J. and J. Alutto. "Line-Staff Conflicts: Some Empirical Insights." *Journal of the Academy of Management*, November 1969; reprinted in Turner, Filley and House (eds.), *Readings in Managerial Process and Organizational Behavior*, Scott-Foresman, 1972.

Alutto, J., R. Alonso and L. Hrebiniak. "Job Tension Among Hospital Employed Nurses." *Supervisor Nurse*, March 1972.

Belasco, J., J. Alutto and A. Glassman. "A Study of School Community Conflict," in J. Belasco, and M. Milstein (eds.), *A Systems Approach to School Administration*, Allyn and Bacon, 1972.

Alutto, J. and J. Belasco. "A Typology for Participation in Organizational Decision-Making." *Administrative Science Quarterly*, March 1972.

Alutto, J. A book review of Tiffany, et al, "The Unemployed: A Social-Psychological Portrait." *Industrial and Labor Relations Review*, January 1972.

Alutto, J. "Professionals and Collective Bargaining: The Case of the American Nurses Association" in M. Arnold, L. Blankenship and J. Hess (eds.), *Administering Health Systems*, Atherton-Aldine, 1971.

Belasco, J. and J. Alutto. "Teacher Satisfaction and Decisional Participation." *Educational Administration Quarterly*, November 1971.

Belasco, J., J. Alutto and A. Glassman. "A Study of Conflicts in Community and Teacher Perceptions of Decisional Control in School Systems." *Education and Urban Society*, November 1971.

Alutto, J., L. Hrebiniak and R. Alonso. "Variations in Employing Institution and Influence Perceptions Among Nursing Personnel." *Journal of Health and Social Behavior*, June 1971; reprinted in *Supervisor Nurse*, September 1971.

Alutto, J., L. Hrebiniak and R. Alonso. "A Study of Differential Socialization Practices for Members of the Professional Occupation." *Journal of Health and Social Behavior*, September 1971.

Alutto, J. and L. Hrebiniak. "Analysis of a Student Stereotype: The Effective Corporate Executive." *Public Opinion Quarterly*, Winter 1970.

Alutto, J. "Dynamics of Questionnaire Completion and Return Among Professional and Managerial Personnel." *Journal of Applied Psychology*, October 1970.

Alutto, J. "A Note on Determining Questionnaire Destination in Survey Research." *Social Forces*, December 1969.

Belasco, J., J. Alutto and F. Greene. "A Case Study of Strike Behavior in an Urban School System." *Education and Urban Society*, November 1969.

Belasco, J. and J. Alutto. "Organizational Impacts of Teacher Negotiations." *Industrial Relations*, October 1969.

Trice, H., J. Belasco and J. Alutto. "The Role of Ceremonials in Organizations." *Industrial and Labor Relations Review*, October 1969.

Alutto, J. "Men, Motivation and Productivity." *Administrative Management Society, Professional Bulletin*, August 1969.

Alutto, J. "Organizations and the Variable Identification." *Cornell Journal of Social Relations*, Fall 1967.

Alutto, J. "Collective Bargaining, Nursing Attitudes and the Local Unit Concept." *New York State Nurse*, August 1967.

Alutto, J. "Identification: State and Process Considerations." *Cornell Journal of Social Relations*, Spring 1967.

SAMPLE PRESENTATIONS

Numerous presentations (ten to twenty per year) to corporate and civic groups on trends in management education and the design of corporations in an age of rapid change and international competition. Examples of presentation topics include:

"Strategies for Change: Building the Fisher College of Business" to multiple corporate organizations.

"Leadership Perspectives for Complex Environments" to multiple corporate organizations.

"Observations About Competitive Talent Acquisition" (Business First Fast Fifty Luncheon, Columbus, OH).

"Dean's Advisory Councils-Some Key Issues" (AACSB Mid-Continent Deans, Chicago, IL, and Ohio Business Deans, Ashland, OH).

"Making Your Business Advisory Council a Strategic Asset of Your Institution" (AACSB Deans Conference, Orlando, FL).

"Status of the Industry and Importance of Communications" (AACSB International Public and Media Relations and Business School Development Conference, Atlanta, GA).

"What is Leadership?" (The Ohio State University Winter College, Sarasota, FL).

"Shaping Leaders for a Service-Based Economy" (Metropolitan Club, New York, NY).

"Working with Development" (The Ohio State University New Academic Leader Orientation, Columbus, OH).

"Social Responsibility, Corporate Citizenship and Integrity" (Olentangy Business Hall of Fame Breakfast, Delaware, OH).

"A Platform for Progress: Designing and Developing A New Campus" (AACSB Annual Meeting, New York, NY).

“Building Partnerships, Building Community, Building Success in Ohio” (The Commercial Developers Power Breakfast, Columbus, OH).

“Globalizing the University” (The Ohio State University Alumni Association Annual Meeting, Columbus, OH).

“Human Resources Policies for the 21st Century” (CIC Human Resources Officers Annual Conference, Columbus, OH).

“The Future of Business Education” (AACSB Presidential Address, Annual Meeting, Chicago, IL).

“The Future of Undergraduate Business Education” (AACSB Conference on Business Education, Pennsylvania State University).

"Corporate Training Needs in China and the Role for U.S. Universities" (China Human Resources Committee of the National Foreign Trade Council, New York, NY).

"Lessons to be Learned from Sino-US Joint Venture Activities" (The National Convention of Japan Productivity Center, Kobe, Japan, and Kansai Economic Federation, Osaka, Japan).

"Sino-US Joint Ventures: Lessons for Economics in Transition" (Society for Chinese Economics and Management, New Orleans).

"Issues Affecting Management Schools" (Keynote address at the Annual Meeting of the Graduate Management Council, Vancouver).

"Strategies for Change" (American Assembly of Collegiate Schools of Business, Annual Seminar for Business School Deans).

"Internationalizing Business Schools" (American Assembly of Collegiate Schools of Business, Annual Seminar).

"University Strategies for Involvement in State and Regional Economic Development" (Annual Meeting of the American Assembly of Collegiate Schools of Business).

"An Initial Examination of Changes in Managerial Job Perceptions as a Result of Economic Reform in the People's Republic of China" (Academy of Management Meetings, Chicago, IL).

CONSULTING AND OTHER ACTIVITIES

Served as consultant to banks, manufacturing firms, aerospace companies, health care agencies, school districts and university systems. Included on arbitrator lists of American Arbitration Association and Federal Mediation and Conciliation Service. Arbitration activities have included cases in transportation, electronics, steel, food distribution, equipment manufacturing industries, state and federal agencies, educational institutions, and police departments. Visiting

expert on Organizational Design and Human Resource Management, National Center for Science and Technology Management Development, People's Republic of China, 1981 - 1991 (Program co-sponsored by United States Department of Commerce and People's Republic of China). Appointed as advisor to the first session of the Dalian Behavioral Sciences Association and first International Dean for the Dalian University School of Business. Served as Visiting Professor at the College of Management, Zhejiang University and has lectured widely throughout China.

Member, Board of Directors, Columbia Gas of Ohio (2008-present)
Member, Board of Directors, The Children's Place (2008-present)
Member, Board of Directors, Columbus-Franklin County Finance Authority (2006-present)
Member, Board of Directors, M/I Homes (2005-present)
Member, Board of Directors, United Way of Central Ohio (2008-2014)
Member, Board of Advisors, Ohio Third Frontier Advisory Board (2009-2013)
Member, Board of Directors, Experience Columbus (2001-2010), Emeritus
Member, Board of Directors, Nationwide Financial Services, Inc. (2002-2008)
Member, Board of Directors, United Retail Group, Inc. (1992-2007)
Member, Board of Directors, Columbus Regional Airport Authority (2002-2005)
Member, Board of Directors, Inroads, Inc. (1994-2004)
Member, Board of Directors, Barrister Global Services Network, Inc. (2000-2003)
Member, Board of Advisors, Bank One, N.A. (1994-2000)
Member, Board of Directors, Comptek Research, Inc. (1987-2000)
Member, Board of Directors, American Assembly of Collegiate Schools of Business-The International Association for Management Education (1994-1999), President-elect (1995-1996), President (1996-1998 only the second two-term President in history of AACSB)
Member, Board of Directors, Ohio State Life Insurance Company (1995-1997)
Campaign Chairman, The Ohio State University, United Way of Franklin County (1992)
Member, U.S. Department of Commerce Advisory Board on Management Training in the People's Republic of China (1985-1991)
Member, Board of Directors, Rand Capital Corp. (1986-1991)
Chairman, Board of Directors, Health Care Plan, Inc. (1987-1991)
Member, Long Range Planning Committee on the United Way of Buffalo and Erie County; Chair, International Operations Task Force; Chair, Strategic Planning Committee (1981-1987)
Campaign Chairman, United Way of Buffalo and Erie County (\$15.8 million Campaign) 1988
Member, Board of Directors, United Way of Buffalo and Erie County (1984-1991)
Member, Accreditation Visitation Committee, Long-Range Planning Committee, Key Relationships Task Force, International Business Affairs Committee, International Peer Review Marketing Task Force, Strategic Planning Oversight Committee, Board Liaison representative to regional meetings, American Assembly of Collegiate Schools of Business
Member, School Board, Amherst Central School District (1981-1987); President (1982-1987)
Member, Board of Governors, Academy of Management (1984-1986)
Member, Board of Directors, Greater Buffalo Chamber of Commerce (1980-1986)

SPECIAL HONORS

Numerous special local recognitions for service to community (e.g., Chamber of Commerce, Rotary, etc.). In addition:

December 2011 - Selected as one of the Smart Business 2012 Power 100 most influential leaders in Central Ohio.

December 2006 - Beijing, China, honored as one of the "Prominent Figures Contributing to China's MBA Education" by the Ministry of Education and CCTV.

October 2004 - Named Honorary International Dean, School of Management, Dalian University of Technology, Dalian, China.

January 2000 - Selected as one of the Small Business News Columbus 100 Leaders for the New Millennium.

September 1999 - Awarded John W. Berry, Sr. Chair in Business, The Ohio State University, Fisher College of Business.

June 1999 - Distinguished Alumni Award for Leadership in Industrial and Labor Relations, University of Illinois, Institute of Industrial and Labor Relations.

May 1997 - Inducted into The Ohio State University Chapter of The Honor Society of Phi Kappa Phi.

May 1996 - Honorary Doctorate of Humane Letters, Manhattan College.

September 1990 - Awarded Clarence S. Marsh Chair in Management, State University of New York at Buffalo, School of Management.

June 1990 - Joseph A. Alutto Doctoral Fellowship in Management, endowment created by the State University of New York at Buffalo School of Management Alumni Association in honor of contributions to doctoral education in management.

May 1990 - Recipient of Walter P. Cooke Award for Notable and Meritorious Service to the State University of New York at Buffalo, SUNY at Buffalo Alumni Association.

January 1989 - National Award for "Outstanding Contributions to the Economic Modernization of China" by the State Economic Commission, State Commission on Science and Technology and State Education Commission of the People's Republic of China.

October 1983 - National Columbus Day Honoree for Contributions to Management Education.

ASSOCIATION MEMBERSHIPS

American Sociological Association

American Psychological Association

Academy of Management - Secretary, Eastern Academy, 1973-74;

Board of Governors, 1975-78 and 1980-84; Proceedings Editor, 1978
and 1979; Vice-President Program, 1978; Vice President Elect, 1979;

President, 1980; Chair, 1993 Annual Meeting (Seattle).

American Association for the Advancement of Science

Labor and Employment Relations Association