FERN THOMPSON ALEXANDER
Indian Home Living Counselor
Branch of Housing Development

BUREAU OF INDIAN AFFAIRS
P. O. Box 3785
Portland, Oregon 97208

Office Telephone:
Area Code (503) 234-3361
Ext. 4281 & 4282

[10/76]

THE WHITE HOUSE
WASHINGTON

HUD money to ~~Housing~~ residents in HUD homes - after March 9. $500 per family for counselling/training in homeownership - as of March 9, '76

What about
a) people in homes prior to March 9?
b) People in BIA homes (HIP program)

Ron Drake will handle 10/27

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
REGIONAL OFFICE
EXECUTIVE TOWER - 1405 CURTIS STREET
DENVER, COLORADO 80202

REGION VIII

NOV 05 1976

IN REPLY REFER TO:
80F

Mr. Brad Patterson
Special Assistant to the President
for Native American Programs
The White House
Washington, D.C. 20500

Dear Mr. Patterson:

It was good talking with you on your visit to Denver October 22, 1976. Enclosed are reproductions of various materials pertaining to the creation of an Office of Indian Programs in the Denver HUD Regional Office (Region VIII), describing its objectives and outlining its organizational structure.

These materials should adequately describe our office, and I will not expand upon them further, unless you have a question about anything contained in them.

A point I would like to make in regard to the establishment of this office is that, while there were several persons involved in the effort, the Regional Administrator, Robert C. Rosenheim, really was the person responsible for convincing HUD's Central Office officials that such an operation was needed. He deserves much of the credit for the existence of this office.

Sincerely,

William E. Hallett
Assistant Regional Administrator
Office of Indian Programs

Enclosures

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
REGIONAL OFFICE
EXECUTIVE TOWER - 1405 CURTIS STREET
DENVER, COLORADO 80202

REGION VIII

November 5, 1976

IN REPLY REFER TO:
80F

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Special Assistant to the President
for Native American Programs
The White House
Washington, D.C. 20500

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Sincerely,

RD Leatherman
for
William E. Hallett
Assistant Regional Administrator
Office of Indian Programs

Enclosures

Insuring Offices
Casper, Wyoming · Denver, Colorado · Fargo, North Dakota · Helena, Montana · Salt Lake City, Utah · Sioux Falls, South Dakota

Memorandum

U.S. DEPARTMENT OF
HOUSING AND URBAN DEVELOPMENT

TO : James L. Mitchell, Under Secretary, U

DATE: April 25, 1975

IN REPLY REFER TO:
8SI

Marke
Please put in action file
JH

FROM : Robert C. Rosenheim, Region VIII (Denver), 8S

SUBJECT: Denver Indian Programs Division

This is to formally request the establishment of an Indian Programs Division in Region VIII. As I indicated to you during your recent visit to Denver, and in the material we provided you with, I feel Region VIII has been responsive in making programs available to Indian communities in our six states. However, due to the immediate needs evident throughout our Region, we must do a better job.

Now that the Department has a separate Indian housing program and a sizable percentage (in Region VIII) of possible discretionary block grant funds going to reservations, as well as more and more reservations becoming involved with direct 701 planning funds, I feel the urgency for a separate Indian Programs Division is greater now than ever.

We realize the effective placement of our programs on Indian reservations demands a different approach than serving non-Indian communities and requires a staff schooled in and dedicated to the uniqueness of Indian program needs. This realization prompts me to propose an Indian Division utilizing an inter-disciplinary approach to staffing rather than the traditional disciplines we are now familiar with. I enclose for your consideration a conceptual outline of our proposed Division.

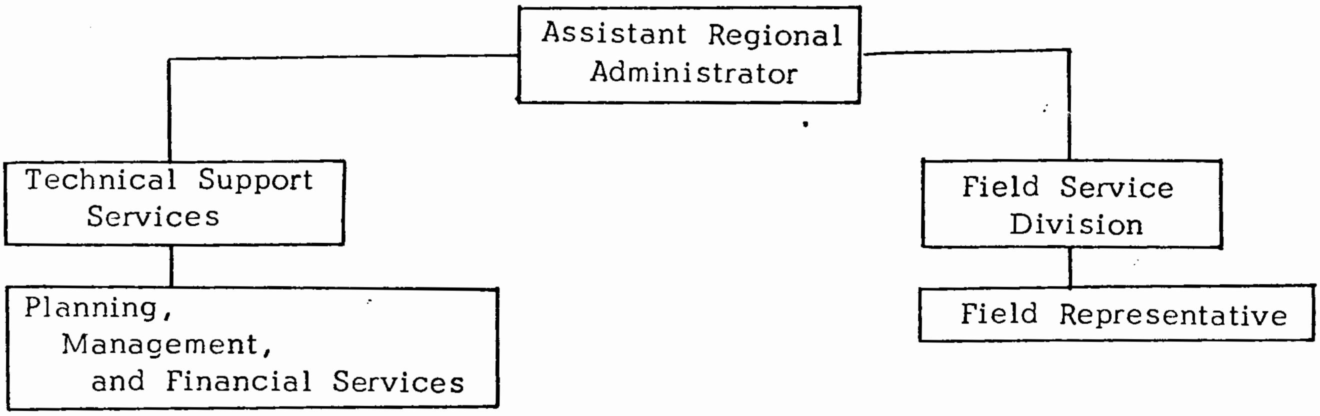
I feel that by employing a concept utilizing field representatives familiar with particular reservations backed up by technicians in a support capacity, we can better understand a Tribe's total community development needs and more efficiently serve them. Each representative should develop a sound credibility with a Tribe once he or she has demonstrated his capacity to provide problem solving resources in all Indian program areas. This credibility must, of course, be supported by full accountability placed upon the ARA for Indian programs.

I am aware of the precedent-setting decision you made regarding an Indian Division in San Francisco. I feel Denver can, through this interdisciplinary approach, accomplish its goals of program delivery with a smaller staff than that proposed in Region IX. I suggest a total staff not to exceed 17 persons, and I will provide written justification for these 17 jobs if you approve of our divisional concept. I respectfully request your consideration of this proposal.

Robert Rosenklein
Regional Administrator

Enclosure

REGION VIII
INDIAN PROGRAMS DIVISION
(A CONCEPT)



Other Divisional Support by:

Regional Counsel
Equal Opportunity
Program Planning and Evaluation
Administration

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

ASSISTANT REGIONAL ADMINISTRATOR FOR
INDIAN PROGRAMS REGION VIII, DENVER

Redelegation of Authority

The Regional Administrator, Region VIII, is combining certain of his administrative components in the Denver Regional Office. As a result, certain powers, functions and responsibilities are being transferred or consolidated as they relate to programs having to do with Federally recognized Indian tribes or generally used in Indian communities, except for programs of FHA mortgage insurance.

Accordingly, the Regional Administrator of the Denver Regional Office hereby redelegates to the Assistant Regional Administrator for Indian Programs all program authority previously exercised by the Assistant Regional Administrators for Housing Production and Mortgage Credit, Housing Management, and Community Planning and Development having to do with Federally recognized Indian tribes or generally used in Indian communities, except for programs of FHA mortgage insurance. This redelegation is intended to give exclusive administration for Indian programs in Region VIII to the Assistant Regional Administrator for Indian Programs, except for programs of FHA mortgage insurance.

EFFECTIVE DATE: This redelegation of authority is effective as of October 1, 1975.

Robert C. Rosenheim

ROBERT C. ROSENHEIM
Regional Administrator
Region VIII (Denver)

SUPPORT ROLES FOR THE INDIAN PROGRAMS OFFICE

Statement by
Robert C. Rosenheim
Regional Administrator

January 26, 1976

STATEMENT BY ROBERT C. ROSENHEIM
SUPPORT ROLES FOR THE INDIAN PROGRAMS OFFICE

From our earliest efforts to establish the Office of Indian Programs, I have laid down very specific responsibilities in support of this unit by the other major offices within the Region. I thought these support roles were clearly understood, but apparently I was wrong. In order to ensure my feelings in this matter are clearly understood, I will provide the following information.

The HUD organization is a three-part one, known as three-tiered, composed of a Central Office, 10 Regional Offices, and 77 Field Offices. The Field Offices are about evenly split into Area Offices and Insuring Offices. Area Offices have complete responsibility for delivery of all HUD programs to all clients. Insuring Offices, however, are limited in the main to responsibility for delivering HUD housing programs other than low-rent and in general have no responsibility for community planning and development or the low-rent programs. Regional Offices in the other nine Regions have no direct program delivery responsibility and are charged primarily with the monitoring and evaluation in the Field Offices, the handling of public and intergovernmental relations, and the furnishing of technical assistance when needed and when not available in the Field Offices. Beyond this, they have the responsibility for insuring that Headquarters policy directives are explained and implemented at the Field Office level.

Because of a number of factors--size, expense, etc., it was determined that Region VIII would have no Area Offices, that the six Insuring Offices would continue to operate as do other Insuring Offices, and that Area Office functions would be performed by Regional Office staff. This created a situation where most people in the Regional Office have dual responsibilities for RO and AO duties. However, there are some people in this RO who occupy strictly AO-type jobs and a few who occupy strictly RO-type jobs.

It should be obvious that in Region VIII these dual responsibilities created unique, unusual problems at all levels of management, but, in my opinion, have created a higher level of ability to deal with unique problems. One such problem became apparent in the beginning--23 Indian reservations and how we could best serve them. Because of the experience gained in handling multi-faceted management problems, I determined the best way to serve our Indian clients was to establish an Indian Programs Office. This office is to be in effect an Area Office in the purest sense. The ARA for Indian Programs is really an Area Office Director with responsibility to deliver HUD programs to the Indian reservations in a much improved manner. This means at a much higher level of performance and at a much greater delivery pace.

To accomplish this goal the Indian Programs Office staff, while having lead responsibility for HUD programs on Indian reservations, will have to be supported in the same manner as we support our existing Field Offices. In this context, for example, the Publicly Financed Housing Division in HPMC is a purely Field Office function. In HM, it is the Housing Management and Tenant Services Division, and in CPD, the Field Operations Division. What this really means is that instead of removing from HPMC, HM, and CPD a specific workload, we are actually expecting to increase the workload--at least in the area of responsibility, which includes monitoring evaluation and technical assistance. This may be difficult to arrange in terms of staff-years, but it will certainly not be difficult to indicate in position descriptions the Regional type responsibilities which have been increased for a great number of people by the creation of a new Field Office. Let me give you some specifics:

In HM, the Community Services and Counseling, as represented at the AO level, will be slightly decreased because we will have in the Indian AO a position for Tenant Services and Counseling. However, it should be recognized that we also have such positions in Insuring Offices. In fact, the ultimate aim in this regard is to have all Field Offices covered. How anyone could imagine this reduces the responsibility of the Regional Community Services and Housing Counseling people is beyond comprehension. What actually is going to happen is they will have greatly increased responsibilities because they will have more people for whom they are expected to furnish guidance, monitoring, and evaluation.

In CPD, the example might be 701 planning. The additional RO responsibility which is made necessary by the creation of the Indian Area Office should be obvious. However, it should also be obvious that we have not delineated a specific technician as a planner, and we do not see any diminution in the workload of the 701 Section of CPD because what we are aiming for is a greatly increased service in this area to the Indian reservations, and we are trying to do it without an increase in total Regional manpower.

In HPMC, while it is true that we have, for example, a technician in the architectural field, we do not in any way regard this as a diminution of the Regional Architect's position. It seems to me it gives him more responsibility because he will have one more person in his technical field to whom he is expected to furnish guidance, monitoring, evaluation, and technical assistance. This should come as no great surprise since it is supposedly being done now for the other six Field Offices.

There are countless other examples, but I hope I have made the point that although as in any major organizational change, there may be a few dislocations and we will have to adjust a number of situations, I do not believe anyone can say that the management of this Region in the past would indicate anything other than increased opportunity to serve our Indian clients. The net result should be a better Regional Office in which to work, with greater opportunities, greater responsibilities, and in the long run, a great deal more job satisfaction for everyone.

While there may be a slight diminution in the Assistant Regional Administrators' Area Office responsibilities because we are creating a new Area Office and obviously taking some of the functions, there is a great increase in the RO responsibility of each of these ARA's because the last thing I want to hear from an ARA is that "this is an Indian problem--I do not have anything to do with it." The ARA for HPMC is the Regional Administrator's principal advisor for housing production, and he does not lose that responsibility for Indian housing even though contract authority will reside in the Indian Programs Office.

The same is applicable to all of the other ARA's and it should be obvious that the ARA's for Equal Opportunity, Administration, and Program Planning and Evaluation, as well as the Regional Counsel, have not changed their positions in any way because of this--so why should the Regional responsibility of the ARA's for HPMC, CPD, and HM be changed, other than increased?

Let me repeat, the ARA for Indian Programs is really an Area Office Director, and he is the principal advisor to the Regional Administrator for Indian affairs--not housing production, not housing management, and not community planning and development. These responsibilities are assigned to the respective ARA's and have not changed.

I hope this dissertation clears up the functions of the Indian Programs Office and the supportive roles we all must play to insure a successful operation.

Robert C. Rosenheim
Regional Administrator
HUD, Region VIII

OFFICE OF INDIAN PROGRAMS

Functional Statement

A. Assistant Regional Administrator for Indian Programs

The Office of Indian Programs has operational responsibility for delivery, to all Indian reservations, all HUD programs assigned to Region VIII. These include delivery of HUD Housing Production, Community Planning and Development, and Housing Management programs including all aspects of fund allocation, application review, program representation, processing, quality control, monitoring, evaluation and related activities.

The Office of Assistant Regional Administrator for Indian Programs shall have primary responsibility for directing and evaluating all aspects of ongoing Indian programs, activities, and functions assigned. This office has responsibility for providing overall direction and guidance to the Insuring Offices on all Indian programs when they are called upon for assistance. The office of ARA for Indian Programs serves as principal advisor to the Regional Administrator and to other Divisions and units within the Regional Office on overall delivery system strategy, policy and administrative aspects of the Indian program and Federal-Indian matters of national concern which may affect the Department. Functions include:

1. Establish at the request of the Regional Administrator, in accordance with guidelines or directives established by Headquarters, criteria by which program funds will be made available to Indian reservations and Indian communities; recommend or, as authorized, act for the Regional Administrator in making such distribution or, after review, redistribution of program funds.

2. Provide program and technical guidance, assistance and support to Indian reservations and Indian communities.

3. Insure that the Office of Indian Programs plans and objectives fully support the Regional goals and objectives.

4. Monitor and evaluate all aspects of the administration of assigned programs, activities and functions to assure that established policies, procedures and requirements are being carried out in accord with national policies and procedures and that production goals are met.

5. Insure quality, quantity and timeliness of Regional Office Indian Program activities; and submit periodic reports as necessary on such matters through the Regional Administrator to Headquarters.

6. Resolve problems which have detrimental effects on HUD Indian Program functions or on the quality of Indian Program accomplishments.

7. Provide guidance and assistance to the Assistant Regional Administrator for Administration in preparing both program and administrative budget recommendations and employment levels as they relate to Indian Programs Division activities.

8. Advise the Assistant Regional Administrator for Equal Opportunity on those aspects of the Indian Program having an effect on equal opportunity areas.

9. Consult with the Regional Counsel on legislation or litigation involving Indian program activities.

10. Coordinate with the ARA for Housing Production and Mortgage Credit, the ARA for Housing Management and the ARA for Community Planning and Development those changes in program policy or procedures, in housing production, housing management, Community Development Block Grants, or planning functions which relate to the delivery of HUD programs to the Indian reservations.

11. Insure adequate reporting of program information on a timely basis.

B. <u>Field Service Division</u>

This Division shall be responsible for operational assistance to Indian reservations in the planning, development and close-out of all Department programs and will be the primary contact between the reservations and the Regional Office on all Indian matters. Divisional personnel will work closely with Technical Service Division personnel to provide specialized services as necessary to adequately serve assigned Indian reservations.

Functions include:

1. Provide assistance to Indian reservations and Indian communities

in applying for HUD public housing programs, housing management operating and modernization funds, Community Development Grants, and 701 Planning Assistance Funds.

2. Coordinate the expeditious review of all applications and develop funding recommendations. Facilitate the timely approval of applications.

3. Monitor and evaluate all aspects of approved programs for compliance with national policies, procedures and regulatory requirements.

4. Provide technical advice and assistance to Indian reservations and communities during project implementation and close-out, including budget preparation, requisitions for funds, financial receipts and plans, and management/administrative practices.

5. Maintain periodic field contact with Indian communities in order to provide assistance/information and to disseminate new policy developments and administrative aspects to program participants.

6. Coordinate other HUD Region VIII and other Federal agency program input as they relate to the Office of Indian Program's activities on Indian reservations.

7. Maintain a working knowledge of Tribal priorities and participate in the development of strategies for the utilization of the Department's programs on Indian reservations.

C. Technical Service Division

This Division shall be responsible for technical support assistance to Indian Tribes in the conduct of programs assigned and will provide technical reviews and approvals as required by program regulations. The Division will coordinate its activities with the Field Service Division to insure timely and proper servicing of programs for Indian reservations. Functions include:

1. Provide specialized assistance to Indian Tribes on such matters as architectural and engineering reviews, construction matters, financial accountability, management standards, accounting procedures, comprehensive plan reviews and community development standards.

2. Monitor and evaluate assigned functions to assure compliance with national policies, procedures and regulatory requirements.

3. Provide specialized professional and technical services to Field Services Division staff to assist in application review and processing and analysis of proposals.

4. Review requisitions for program funds and coordinate the provision of information to the Associate Regional Counsel for private market financing and to Central Office. Approve disbursement of funds.

5. Coordinate and monitor Insuring Office construction representative activities when they are involved in Indian projects.

6. Insure that current accurate technical information is available in all program areas by maintaining a close liaison with other Departments in the Regional Office.

7. Review plans, specifications, construction contracts, change orders, comprehensive plans, operating budgets, modernization requests, etc. and approve for the Division as delegated by the ARA.

THE SECRETARY OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D. C. 20410

July 25, 1975

MEMORANDUM FOR: Robert C. Rosenheim, Regional Administrator
Region VIII

Subject: Organization Proposal for Indian Programs - Region VIII

I am pleased to approve your proposal of May 27, 1975, to establish an Indian Programs Office in Region VIII, headed by an Assistant Regional Administrator.

At a meeting held in Assistant Secretary Cody's office on Monday, July 14, attended by representatives of the Assistant Secretaries for Community Planning and Development, Housing Production and Mortgage Credit, Equal Opportunity and Administration, at which I was represented by Mr. Robinson, consensus on this reorganization was achieved. The Assistant Secretary for Housing Management had already concurred. It was also agreed that you are authorized to hire four temporary clerical employees provided these positions are converted to PFT within your approved ceiling by the end of the fiscal year.

As you know, each of the program Assistant Secretaries has raised the question of policy direction and accountability. Since the Indian Programs Office will, of necessity, cross all of the program lines, it will be incumbent on you to assure that appropriate technical support is readily available to this office without detriment to other program prerogatives.

Carla A. Hills
Carla A. Hills

cc: A Nelson
Pome
Moore
Hallett

Pieces of VIII

REGION VIII
Robert C. Rosenheim, Regional Administrator
Mari V. Sutton, Editor August 1975

INDIAN PROGRAMS OFFICE APPROVED

Since the establishment of the Denver Regional Office five years ago, our Regional Administrator, Robert C. Rosenheim, has been committed to providing responsive and effective assistance to the American Indian in the delivery of our housing programs. It is Region VIII's goal, as quoted by Rosenheim, "to make available a standard of living for the Indian which equals that of the country as a whole, and afford them the opportunity to remain in their homelands, if they choose, without surrendering their dignity."

The six states that comprise Region VIII contain more Federally recognized Indian reservations than any other HUD Region. Region VIII, therefore, is an ideal site for bringing this dream to its realization. It was through this desire to achieve these goals and objectives that a proposal to establish an Indian Programs Office in Region VIII was submitted to Secretary Hills for approval. The responsiveness of Secretary Hills and the Central Office staff to the needs of the Indian communities is to be commended. The Indian Programs Office for Region VIII was approved July 25, 1975, and will be fully operational by October 1, 1975.

The success of this Office will depend largely on its staff. The staff must be schooled in and dedicated to the uniqueness of Indian program needs, thus assuring a better understanding of a Tribe's total community development needs and the credibility of the program. Candidates for these positions will be selected through merit staffing. One of the major selection criteria will be the individual's recognition of and sensitivity to the unique social, economic, and physical conditions which exist on Indian reservations in Region VIII. Three of these positions will be advertised Nationwide: ARA for Indian Programs; Director, Technical Services Division; and Director, Field Services Division. The remaining positions will be advertised Region-wide. Following is the tentative organization chart for the Indian Programs Office showing the positions and grade levels proposed:

Memorandum

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

TO : Thomas G. Cody, Assistant Secretary for Administration, A

DATE: May 27, 1975

IN REPLY REFER TO: 8A

FROM : Robert C. Rosenheim, Region VIII, (Denver), 8S

SUBJECT: Office of Indian Programs, Region VIII, Denver, Colorado

The following is furnished in response to your memorandum of May 13, 1975, requesting additional information concerning the proposed Office of Indian Programs in Region VIII.

It should be understood that our staffing proposal is based solely and completely on an analysis of projected workload and our firm belief in the increased efficiency we can achieve through the establishment of an Indian Programs Office. I recognize that Region VIII has been somewhat successful in making our programs available to Indian Reservations. However, I also realize we have not been as efficient and totally effective as we should be.

In the absence of any new Indian Program legislation (which I strongly propose) our only alternative is to do a better job with the programs presently available. In order to accomplish this mission within current program guidelines, we must reorganize and place Indian Program responsibility in one office. This will not only result in the necessary accountability in a clearly defined office, but also provide a more efficient use of HUD's manpower for the total benefit of the Department. Attachment A to this memorandum outlines the current workload attributable to our Indian Programs. As outlined below in the Manpower Justification, we show the staff-years currently required to provide those services under the current program guidelines. I am proposing a more efficient use of these staff-years through a reorganization based on the interdisciplinary concept outlined in my previous memorandum of April 25, 1975. The Manpower Justification also indicates we propose fulfilling all the Indian Program commitments within 21 staff-years using this interdisciplinary approach. This is compared with some 37 staff-years required under current work measurement criteria. If we can staff an Indian Office along these lines, I feel we can gain the efficiency needed for a successful Indian Program.

STAFFING PROPOSAL

It is proposed that the Office of Indian Programs be staffed in accordance with the attached organizational chart and the list of specific positions. It is further proposed that all technical and professional positions will be accommodated within the existing Regional ceiling. The only increase in the Regional ceiling is to accommodate the permanent clerical assistance required.

A key factor of the proposal is the consolidation of functional responsibilities in most positions which will serve to provide not only better services to the Indian Reservations, but also will result in a much more effective overall management of Departmental programs associated with Indian Reservations as described above.

All of the identified positions are determined to be necessary based on current workload analysis and requirements to provide quality services and effective management. In addition, certain areas of service have been determined to be provided at the Regional Office level by existing staff. Among these services are legal, administrative, environmental, relocation, processing, EMAS, etc. Services currently provided to Indian Reservations by the state Insuring Offices will continue to be provided by those offices. These services include construction inspection, wage rate determinations and providing liaison between the reservations and the Regional Office in emergency situations.

Functional statements and position descriptions for this office must, as a result of the consolidation of functional responsibilities, be written. These activities are currently underway and will be completed by June 15, 1975.

It is proposed that positions be merit staffed except in those cases where a clear transfer of function is involved. One of the major selection criteria will be the individual's recognition of and sensitivity to the unique social, economic, and physical conditions which exist on Indian Reservations in Region VIII.

POSITION REQUIREMENTS

It has been determined by analysis of existing and projected workloads on Indian Reservations that the following manpower requirements are minimal:

Number permanent full time employees		19
Within current ceiling	15	
Increased ceiling (clerical)	4	

STAFF-YEAR SOURCES

The sources for the required manpower are as follows:

Fund Source	Staff-Years
Community Planning & Development	5.5
Housing Management S&E	6.0
Housing Production & Mort. Credit S&E	7.0
Regional Management and Services	2.5
Total	21.0

This total can be accommodated within our current FY 1975 staff-year allocation. Our FY 1976 staff-year request will separately identify this requirement.

MANPOWER JUSTIFICATION

We have used the following work measurement and staffing criteria as the basis for the staff-year projections above:

Community Planning and Development -- Since no specific criteria have been set forth by the Assistant Secretary for CPD, we have used our current project-staffing ratio for this purpose.

Housing Management S&E -- We have utilized the work measurement and staffing criteria developed by the Assistant Secretary for HM.

Housing Production and Mortgage Credit S&E -- The most recent criteria issued by the Assistant Secretary for HPMC does not include criteria for low-rent public housing production. We have, therefore, used the criteria and standards set forth in HUD Handbook 2140.2.

Regional Management and Services -- Specific criteria have not been issued on this fund source. We have used our current direct-indirect staffing ratio for this purpose.

Due to our organizational structure with no Area Offices, special economies result as can be seen from the following summary.

Fund Source		Staff-Years Based on Criteria	Proposed Staff-Years
CPD		7.0	5.5
HM (S&E)		15.4	6.0
HPMC (S&E)		11.5	7.0
RM&S		2.8	2.5
	Total	36.7	21.0

POSITIONS AND GRADE STRUCTURES

Position	Grade Structure
Assistant Regional Administrator for Indian Programs	15
Director of Technical Services	13/14
Director of Field Services	13/14
Financial Specialist	12/13
Housing Management Specialist (Accounting)	9/11/12
Housing Management Officer	9/11/12
Architect/Engineer	12/13
Construction/Maintenance Specialist	9/11/12
Construction Analyst	9/11/12
Lead Programs Representative	12/13
Lead Programs Representative	12/13
Programs Representative	9/11/12
Programs Representative	9/11/12
Programs Representative	9/11/12
Programs Representative	9/11/12
Administrative Assistant	5/6/7
Clerk/Steno	3/4/5
Clerk/Steno	3/4/5
Clerk/Steno	3/4/5
TOTAL Number of Permanent Full Time Employees	19

5

ORGANIZATION CHART

ARA for Indian Programs (15)

- Adm. Assistant (5/6/7)
- Clerk/Steno (3/4/5)
- Clerk/Steno (3/4/5)
- Clerk/Steno (3/4/5)

Director Technical Services (13/14)

- Financial Specialist (12/13)
- Architect/Engineer (12/13)
- Construction Analyst -(9/11/12)/13 COST
- Construction Maintenance Spec (9/11/12)
- Housing Management Spec (Acctng) (9/11/12)
- Housing Management Officer (9/11/12)

Director Field Services (13/14)

- Lead Programs Rep (12/13)
- Lead Programs Rep (12/13)
- Programs Rep (9/11/12)
- Programs Rep (9/11/12)
- Programs Rep (9/11/12)
- Programs Rep (9/11/12)

PROGRAMMATIC RESPONSIBILITIES

It is proposed that the Office of Indian Programs will have the responsibility, authority, and accountability for the administration of all Departmental programs on Indian Reservations currently administered by the Regional Offices of Housing Production and Mortgage Credit, Housing Management, and Community Planning and Development with the exception of the insured mortgage programs and management of Secretary-held properties.

It is recognized that the specific functions and responsibilities of this office must be further developed. This will be completed by June 15, 1975, and will conform to the format outlined in HUD Handbook 1170.1B, Regional Office Organization.

DELEGATION OF AUTHORITY

For the proposed Office of Indian Programs to function properly, it will be necessary for certain changes in delegations of authority to occur. Therefore, the following are requested:

1. The authority to withdraw that portion of the delegation or redelegation of authority from the Assistant Regional Administrators of Housing Production and Mortgage Credit, Housing Management, and Community Planning and Development which would pertain to HUD programs and/or projects on Indian Reservations with the exception of the authority for insured mortgage programs and management of Secretary-held properties.

2. The authority to redelegate to the Assistant Regional Administrator for Indian Programs those portions of authority withdrawn from the Assistant Regional Administrators of Housing Production and Mortgage Credit, Housing Management, and Community Planning and Development which would pertain to HUD programs and/or projects on Indian Reservations with the exception of the authority for insured mortgage programs and management of Secretary-held properties.

It is recognized that it will be necessary to specifically identify the programs and Assistant Secretaries who will make the appropriate delegations.

The information in the attached map and tables concerning Indian Reservations and Departmental programs within these Reservations should be beneficial to the reviewer of this proposal.

Regional Administrator

Attachment

ATTACHMENT A

Office of Indian Programs Proposal

Region VIII, Denver, Colorado

U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
DENVER REGIONAL OFFICE JURISDICTIONAL BOUNDARIES
REGION VIII

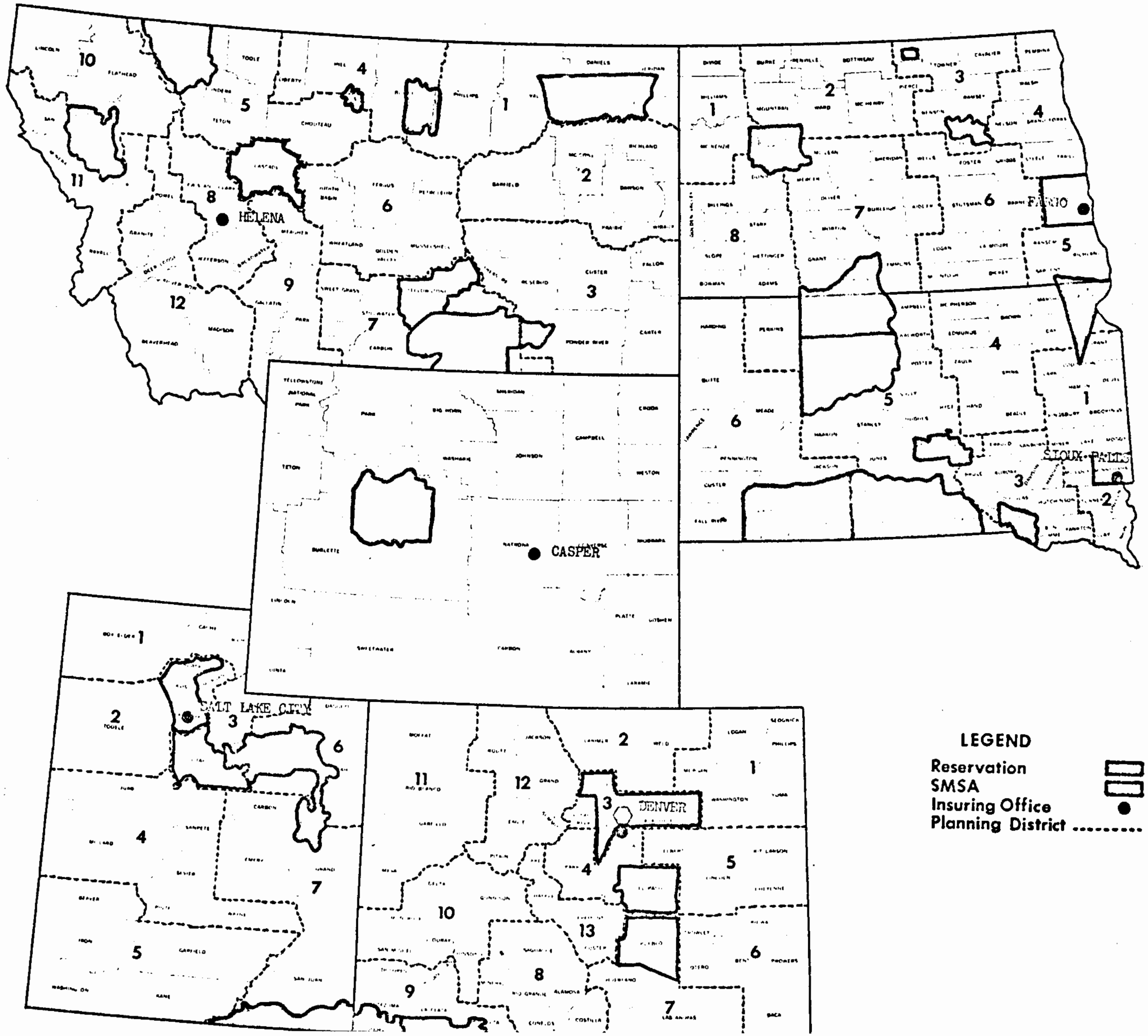


TABLE I

INDIAN RESERVATIONS IN REGION VIII

Location	Name of Reservation	Tribes
Colorado	Southern Ute	Maache and Capote Ute
	Ute Mountain	Wiminuche Ute
Montana	Blackfeet	Blackfeet
	Crow	Crow
	Flathead	Salish and Kootenai
	Ft. Belknap	Gros Ventre Assiniboine and Sioux
	Ft. Peck	Assiniboine and Sioux
	Northern Cheyenne	Northern Cheyenne
	Rocky Boy's	Chippewa-Cree
North Dakota	Ft. Berthold	Mandan, Hidatsa, and Arikara
	Ft. Totten	Devil's Lake Sioux
	Standing Rock	Sioux
	Trenton	Chippewa
	Turtle Mountains	Chippewa
South Dakota	Cheyenne River	Sioux
	Crow Creek	Sioux
	Flandreau	Santee Sioux
	Lower Brule	Sioux
	Pine Ridge	Oglala Sioux
	Rosebud	Sioux
	Sisseton	Sisseton and Wahpeton Sioux
	Yankton	Yankton Sioux
Utah	Uintah and Ouray	Ute
	Paiutes	Ute
Wyoming	Wind River	Shoshone and Arapahoe

TABLE II

HOUSING PROJECTS COMPLETE AND UNDER MANAGEMENT
INDIAN RESERVATIONS

REGION VIII

Reservation	# Units Low Rent	# Units Mutual Help	# Units Turnkey III	Total # Units
Ute Mountain	---	---	---	---
Southern Ute	25	30	---	55
Blackfeet	263	95		358
Crow	43	109	75	227
Flathead	42	40	23	105
Ft. Belknap	50	110	---	160
Ft. Peck	106	100	100	306
Northern Cheyenne	40	169	---	209
Rocky Boy's	30	140	---	170
Ft. Berthold	200	20	10	230
Ft. Totten	135	40	33	208
Standing Rock	389	---	39	428
Trenton	---	---	---	---
Turtle Mountain	210	40	186	436
Cheyenne River	290	40	44	374
Crow Creek	142	78	---	220
Flandreau	---	---	---	---
Lower Brule	60	35	20	115
Pine Ridge	729	---	---	729
Rosebud	92	50	400	542
Sisseton	240	---	---	240
Yankton	120	---	---	120
Paiutes	---	---	---	---
Uintah-Ouray	40	157	---	197
Wind River	83	20	---	103
TOTAL	3329	1273	930	5532

TABLE III

ANNUAL CONTRIBUTIONS CONTRACTS
INDIAN RESERVATIONS

REGION VIII

Reservation	# Units Prior to FY 1971	# Units FY 1971-75	Total # Units
Southern Ute	25	30	55
Blackfeet	105	331	436
Rocky Boy's	89	130	219
Crow	115	120	235
Ft. Belknap	50	135	185
Ft. Peck	116	231	347
Northern Cheyenne	50	159	209
Flathead	---	100	100
Ft. Berthold	200	129	329
Ft. Totten	60	148	208
Turtle Mountain	100	296	396
Cheyenne River	144	403	547
Crow Creek	90	134	224
Lower Brule	50	70	120
Pine Ridge	100	680	780
Rosebud	142	400	542
Sisseton	100	142	242
Standing Rock	220	287	507
Yankton	120	---	120
Uintah and Ouray	99	78	177
Wind River	40	123	163
TOTAL	2015	4126	6141

TABLE IV

HOUSING UNITS UNDER CONSTRUCTION
INDIAN RESERVATIONS

REGION VIII

Reservation	Number of Units
Mountain Ute	50
Southern Ute	30
Blackfeet	181
Crow	120
Flathead	20
Ft. Belknap	50
Ft. Peck	81
Northern Cheyenne	85
Rocky Boy's	114
Ft. Berthold	99
Standing Rock	79
Turtle Mountain	86
Cheyenne River	227
Crow Creek	40
Pine Ridge	50
Lower Brule	30
Uintah-Ouray	71
TOTAL	1413*

* 904 units occupied and require management services. See Tables II and III.

TABLE V

CURRENT INDIAN HOUSING PRODUCTION WORKLOAD
DISTRIBUTION OF UNITS TO INDIAN RESERVATIONS

REGION VIII

Reservation	(1974) Penultimate Allocation	(1975) Last Allocation	Total
Mountain Ute	50	50	100
Southern Ute	0	50	50
Blackfeet	0	100	100
Crow	0	75	75
Flathead	36	75	111
Ft. Belknap	50	50	100
Ft. Peck	0	50	50
Northern Cheyenne	100	75	175
Rocky Boy's	14	30	44
Ft. Berthold	0	50	50
Ft. Totten	0	50	50
Standing Rock	64	0	64
Trenton	20	0	20
Turtle Mountain	100	100	200
Cheyenne River	0	100	100
Crow Creek	0	25	25
Flandreau	0	0	0
Lower Brule	0	25	25
Pine Ridge	150	100	250
Rosebud	110	110	220
Sisseton	50	0	50
Yankton	48	0	48
Paiute	25	15	40
Uintah-Ouray	0	50	50
Wind River	50	70	120
TOTAL	867	1250	2117

TABLE VI

BUREAU OF INDIAN AFFAIRS
HOUSING INVENTORY
FY 1974

REGION VIII

Reservation	New Housing Units Required	Housing Units Requiring Rehab	Total
Ute Mountain	140	28	168
Southern Ute	67	51	118
Blackfeet	453	180	633
Crow	286	103	389
Flathead	130	80	210
Ft. Belknap	136	13	149
Ft. Peck	335	75	410
Northern Cheyenne	210	134	344
Rocky Boy's	144	40	184
Ft. Berthold	205	21	226
Ft. Totten	190	30	220
Standing Rock	174	249	423
Trenton			
Turtle Mountain	391	231	630
Cheyenne River	587	95	682
Crow Creek	143	47	190
Flandreau	51	2	53
Lower Brule	48	24	72
Pine Ridge	1406	155	1561
Rosebud	611	89	700
Sisseton	139	62	201
Yankton	49	20	69
Paiute			
Uintah-Ouray	55	0	55
Wind River	336	138	474
TOTAL	6286 *	1867	8161

* Does not exclude HUD units started in FY 1975 or project current workload, see Table V.

TABLE VII

OUTSTANDING APPLICATIONS
INDIAN HOUSING

REGION VIII

Reservation	# Units Requested
Mountain Ute	150
Blackfeet	500
Crow	300
Flathead	100
Ft. Belknap	350
Northern Cheyenne	300
Rocky Boy's	100
Ft. Totten	400
Trenton	20
Turtle Mountain	800
Cheyenne River	100
Crow Creek	100
Flandreau	40
Lower Brule	30
Pine Ridge	500
Rosebud	220
Sisseton	99
Yankton	64
Paiute	25
Uintah	125
Wind River	200
TOTAL	4523

TABLE VIII

CURRENT LOW-RENT MODERNIZATION PROGRAMS
INDIAN RESERVATIONS

Reservation	Amount
Rosebud	$194,815
Cheyenne River	$246,009
Turtle Mountain	$214,835*
Standing Rock	$120,000
Sisseton	$ 65,000
Rocky Boy's	$ 39,000
Fort Belknap	$ 80,000
TOTAL	$959,659

* $183,000 TPP funds joint funding

TABLE IX

ACTIVE COMMUNITY DEVELOPMENT CATEGORICAL PROGRAMS
INDIAN RESERVATIONS

REGION VIII

Reservation	Year Approved (FY)	Amount	Type
Southern Ute	Prior to 1970	$ 374,301	Neighborhood Facility
Southern Ute	1972	511,250	Water/Sewer
Blackfeet	1974	30,000	Planning
Flathead	1971	262,500	Neighborhood Facility
Flathead	1974	25,000	Planning
Fort Belknap	1973	150,000	Neighborhood Facility
Fort Belknap	1974	25,000	Planning
Fort Peck	1970	112,500	Neighborhood Facility
Fort Peck	1973	119,235	Planning
Fort Peck	1974	50,000	Planning
Northern Cheyenne	1974	25,000	Planning
Northern Cheyenne		25,500	Advanced Planning
Standing Rock	1973	37,000	Open Space
Standing Rock	1972	64,500	Planning
Standing Rock	1974	40,000	Planning
Standing Rock	1970	315,000	Neighborhood Facility
Turtle Mountain	1972	250,000	Neighborhood Facility
Cheyenne River	1973	1,320,000	Water/Sewer
Cheyenne River	1974	20,000	Planning
Crow Creek	1974	26,000	Planning
Crow Creek	1973	36,000	Planning
Lower Brule	1974	15,000	Planning
Pine Ridge	1974	40,000	Planning
Pine Ridge	1973	120,000	Planning
Rosebud	1973	100,000	Neighborhood Facility
Rosebud	1973	75,000	Planning
Rosebud	1974	30,000	Planning
Sisseton	1973	24,500	Planning
Sisseton	1974	25,250	Planning
Yankton	1974	20,000	Planning
TOTAL		$4,268,536	

TABLE X

APPLICATIONS ENCOURAGED
COMMUNITY DEVELOPMENT DISCRETIONARY FUNDS
INDIAN RESERVATIONS

REGION VIII

Reservation	Amount	Type of Project
Southern Ute	$ 150,000	Neighborhood Facility
Blackfeet	225,000	Housing Rehabilitation
Crow	125,000	Housing Rehabilitation
Flathead	150,000	Housing Rehabilitation
Ft. Belknap	150,000	Housing Rehabilitation
Ft. Peck	200,000	Housing Rehabilitation
Northern Cheyenne	150,000	Neighborhood Facility
Ft. Berthold	200,000	Water System
Ft. Totten	250,000	Streets
Standing Rock	148,000	Housing Rehabilitation
Turtle Mountain	200,000	Housing Rehabilitation and Land Acquisition
Cheyenne River	200,000	Neighborhood Facility
Crow Creek	100,000	Housing Rehabilitation
Lower Brule	50,000	Housing Rehabilitation
Pine Ridge	100,000	Housing Rehabilitation
Sisseton	180,000	Senior Citizens Center
Yankton	150,000	Neighborhood Facility
Wind River	230,000	Water Storage
TOTAL	$2,958,000	

Resume of

JOHN W. WIERSMA

School of Business Administration
Southern Methodist University
Dallas, Texas 75275
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Dallas, Texas 75225
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EDUCATION

University of Minnesota, B.A., Economics and Business Administration, 1949; Oxford University, B.A., (Honors), M.A., Politics, Philosophy and Economics, 1951; Oxford Institute of Commonwealth Studies, Economic Development, 1952; Columbia University and Teachers College, Special Education Studies--Methods and Administration, 1962-64.

Awards and Honors

Governors Award, Oklahoma Industrial Development
Ford Foundation Fellow, Columbia University
Fulbright Scholar, Oxford University
The Iron Wedge Honorary Society, University of Minnesota
The Phoenix Honorary Society, University of Minnesota
Danforth Foundation Award

PRESENT POSITION

School of Business Administration
1974-, Professor and Research Fellow
Organization Behavior, Business Administration and Management Sciences
1974-6, Chairman, Career Management Center
1974-5, Program Director
" , Research & Development Advisory Council
" , Student Personnel Committee
Southern Methodist University
1974-, Council on Counselling
1975-, A.A.U.P. Executive Committee

1972-4, Adjunct Professor, Union for Experimenting Colleges & Universitie
1974-, Adjunct Professor, Union Graduate School, Doctoral Program

PREVIOUS EXPERIENCE

1972-74, University of Oxford, Visiting Academic, Department of Educational Studies; Senior Common Room Member, Wadham College
1970-72, The Open University (Great Britian), Consultant
1965-70, Ford Foundation Consultant, Washington, D.C.

Short courses and seminars at American Universities and Colleges and Oxford, Edinburgh and Vienna Universities: management sciences, econometrics and the behavioral sciences. Summer schools and conferences on international trade, transportation, travel and economic development. Teaching assistant, University of Minnesota.

PROFESSIONAL ASSOCIATIONS

Institute of Management Sciences, Operations Research Society of America, Operational Research Society (U.K.), American Institute of Decision Sciences, American Association of University Professors.

MAJOR AREAS OF RESEARCH

Computer simulation of human behavior; Testing, measuring, assessing and evaluating man/man and man/machine systems; Planning, communication and decision making models; The career role in the world of work; Management succession theory.

ADMINISTRATOR NOT-FOR-PROFIT ORGANIZATIONS

Director, UNESCO sponsored UECU Conference on alternative degree programs; Director, Volunteers for International Technical Assistance (VITA); Chairman, International Research Fund; President, Minnesota State SPAN, Inc.

CONSULTANT TO BUSINESS	Assignments: Profit improvement programs; Production planning and scheduling; Merger, acquisition, computer feasibility, international location and long range planning studies; Government relations; Franchise organizations; Inventory control; Market analysis and forecasts; Management and supervisor appraisal; Compensation and incentives; Management, sales and dealer training programs.
	Organizations: Singer Education Systems; Westinghouse Learning Corporation; General Electric Co. TEMPO (Center for Advanced Studies); Bell & Howell; Brunswick Corporation (Community Resources Division); Information Techniques, Inc.; The Sperry and Hutchinson Co. (Research and Incentive Divisions); Educational Design, Inc.; Lear Siegler, Inc.; C.I.T. Financial Corporation; Manpower, Inc.; and other companies.
CONSULTANT TO FOUNDATIONS & NON-PROFIT ORGANIZATIONS	Assignments: Grant application review and recommendation; Education and training; Recruitment of volunteers; Fund raising; Program development, organization and evaluation; Community relations; Government relations; Proposal design and development; Staff recruitment and appraisal; Interim management; Program reorganization.
	Organizations: The Ford Foundation (assignments included: National Council of Negro Women, Arizona Council of Churches, U.S. Jaycees, Human Resources Development Center); Urban America, Inc.; State Universities and Colleges in Mississippi, Oklahoma, and South Carolina; Korea Tourist Association; American Farm Bureau Federation; North Carolina Fund; Charlotte Area Fund; Mary Holmes Junior College, Child Development Group of Mississippi; and other not-for-profit organizations.
CONSULTANT TO GOVERNMENT AGENCIES	Assignments: Higher education; Economic development studies; PERT/CPM; Legislative research; Statistical analysis and evaluation; Operations research; Proposal review; Coordination of state and federal grants; Community development; Regional planning.
	Organizations: Assistant Secretary, Planning and Evaluation, HEW; General Counsel, HUD; U.S. Office of Economic Opportunity's Head Start, Job Corps and Community Action Programs; State of Mississippi, Research and Development Center, and Institutions of Higher Learning; State of South Carolina, Technical Education Centers; State of Oklahoma, Industrial Development Department; Ozarks Regional Commission.
BUSINESS EXECUTIVE & ENTREPRENEUR	Planned, organized and directed companies in education and training materials, housing, land development, franchising, travel and transportation.
	Organizations: General Partner: Polyvale Associates, Tulsa, Oklahoma; Director & Vice-President: The March Company, Inc., Dallas, Texas; Director & Vice-President: Village Made International, Ltd., Chicago, Illinois; Director & President: Intergovernmental Services Corp., Washington, D.C.; Director and President: ATB World-Wide Travel, Inc., New York City; Managing Director: Furlough Flights, Ltd., London, England; Director & President: Americans Abroad, Inc., Minneapolis.
COMMUNITY SERVICE	United Negro College Fund; World University Service; Oxford University American Association; International Travel and Study Commission; International Theater Exchange; James Weldon Johnson Community Center (NYC); Boy Scouts, YMCA, Neighborhood Youth Corps.

DELEGATE	World Univeristy Service Conferences on International Education, France, and the United States; World Federal Government Conferences (Economic Mission), Switzerland, Netherlands and Sweden; English-Speaking Union; Harvard, Columbia, Chicago University conferences.
PERSONAL	Married; Two children; Member: United Oxford and Cambridge University Club, England; Phi Delta Theta; Resident in Great Britian and Europe 1949-1955 and 1969-1974. Extensive travel in the United States (32 states), Western Europe, Caribbean, Eastern Europe, U.S.S.R., Near East and Latin America. Study of French and Arabic. Military: U.S. Army Airways Communications Service.
WORKING PAPERS (1974-6)	Wiersma, J.W., "SBA Policy and Needs for Counselling, Guidance, Advising and Information Services," SMU, SBA, 1976. Wiersma, J.W., "CMC Research and Development Proposal," SMU, SBA, 1975. Wiersma, J.W., "A Taxonomy of Educational Goals, Objectives, Strategies, and Tactics," SMU, SBA, 1974.
RECENT FUNDED RESEARCH	Wiersma, J.W., "The Impact of Changing Federal Policies on Predominantly Black Colleges and Universities," Ford Foundation, 1975. Edwards, J.W. and Wiersma, J.W., "Institutional Development Programs for UNCF Colleges in Texas," Carnegie Foundation, 1974. Wiersma, J.W., "Critique of the National Commission on Financing Post-Secondary Education Report," Secretary, HEW, 1974. Wiersma, J.W., "Study in Britian Association Reference Handbook," (2 vols), Editor, Oxford, England, 1973.
SELECTED PUBLICATIONS	Wiersma, J.W., "Career Profile - A Model of Human Traits and Their Relationship to Careers," Human Sciences Laboratory, 1975. Wiersma, J.W., "Detailed Plan and Proposal for the Extension of The Open University Activities to North America," The Open University, 1971. Wiersma, J.W., "Economic Consequences of Education and Training Legislation," Mississippi Research and Development Center, (four monographs), 1966-67. Wiersma, J.W., "Overseas Reports"; (Six month series of half-hour programs) Radio station WINS, New York City, 1962-63. Wiersma, J.W., "Some International Comparisons of Socio-Economic Change," The Nations Agriculture (monthly magazine), 1958-59. Wiersma, J.W., "A Cross-Cultural Comparison of British and American Higher Education," The Right Angle (monthly education magazine for teachers), 1955. Wiersma, J.W., "A Socio-Economic Profile of Derbyshire Workers," (six articles) London News Chronicle (national daily newspaper), 1951. Wiersma, J.W., "The British Exserviceman in the Post War Economy," University of Minnesota, 1947.

Further details of education and experience along with business and professional references available upon request. 6/76

September, 1976

JAMES W. EDWARDS

ADDRESS

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PERSONAL

Date of Birth:	9/6/37	Marital:	Married, 3 Children
Health:	Excellent		
Height:	5 ft. 11 in.	Hobbies:	History, Antiques and Hunting
Weight:	165 lbs.		

EDUCATION

Degree	Year	Institution	Major and Minor Fields
Ph.D.	1966	Michigan State University	Accounting, Public Policy and Finance, Economic Analysis, Financial Management, and Statistics and Mathematics
M.B.A.	1961	Indiana University	Accounting and Financial Management
B.S.	1958	Western Kentucky University	Accounting, Business Education and History

CONSULTING AND RELEVANT BUSINESS EXPERTISE

Consulting relationships have included work with national and local CPA firms, Texas Electric Company, minority business firms, higher education institutions and the Institute for Chartered Financial Analysts.

Certified Public Accountant: 1964 to present--State of Indiana.

PROFESSIONAL POSITIONS AND RECENT ACTIVITIES

SOUTHERN METHODIST UNIVERSITY:

Fall 1975 to present--Professor/Coordinator of Undergraduate Student Determined Option

Teaching activities for the year included the following: undergraduate and graduate courses using case methodology and live projects in financial and managerial accounting; internships and directed studies in management of non-profit entities including institutional productivity.

Chairman of Student Personnel Committee--primar activities focused on developing an advising/counseling system for the newly approved multi-optional undergraduate program.

April 1973 to August 1975--Graduate Program Director and Professor

Major responsibilities included a delineation of objectives and implementations of plans to develop an outstanding full-time MBA program. The program grew very rapidly in size (180 students), quality, and complexity. Innovative aspects of the program included flexibility and individualization, multi-optional learning methodologies matched with learning styles of students, competency-based measurements of performance against behavioral objectives, a strong focus on action-oriented experiential learning situations, the development of joint programs including International Management and the JD/MBA, and developed plans for the program options in Management of Non-Profit Entities (including fine arts, health care, higher education, and religious organizations). Achieved explicit objectives for substantial increases in the quality and quantity of ethnic minorities and women enrolled in the program.

Other important areas of responsibility included coordination of curriculum development, faculty and teaching assignments for 40-50 persons, budget responsibility for $350,000 for student recruiting/admissions/financial aid, MBA alumni and other external relations, development of a unique advising/counseling system, evaluation of performance for all faculty and staff who were involved in the above mentioned areas, and occasional short periods as Acting Dean of the School of Business Administration.

<u>July 1972 to August 1973--Chairman of Accounting and Professor</u>

Responsibilities included substantial planning and development activities for renewal of the subject area, recruitment of faculty designed to build a national reputation, teaching schedules and other coordination for 12 full-time and 8 part-time faculty members, teaching two courses per academic year, and raising approximately $15,000 for scholarships and other departmental and school needs.

TEXAS CHRISTIAN UNIVERSITY:

<u>September 1968 to June 1972--Chairman of Accounting Department and Professor</u>

Responsibilities included substantial faculty recruiting and renewal of the department. Major curriculum changes were made including development of an honors program, establishment of a Distinguished Lecturer Program, and the initiation of summer programs for exceptional high school students. Taught two to three courses per year in areas including Social Accounting and Reporting Systems, Environmental Issues in Business and Society, and Financial and Managerial Accounting. Utilized case analysis and live projects as primary teaching methodologies.

Other important activities included: substantial involvement in School and University-wide long range planning; serving as chairman of various Faculty Senate committees including one on governance of the University; establishing a Professional Advisory Board; and raising a total of $40,000 for scholarships, faculty summer research stipends, computer facilities, and other School and Departmental needs.

WESTERN KENTUCKY UNIVERSITY:

<u>September 1967 to August 1968--Associate Professor of Accounting and Finance</u>

Taught Financial Management, Corporate Financing Policies, and Financial Accounting Theory. Other important areas of involvement included serving on the graduate policy committee which initiated and developed a new MBA program.

UNIVERSITY OF VIRGINIA:

<u>September 1965 to August 1967--Assistant Professor of Accounting and Financial Management</u>

Taught Financial Management, Corporate Asset Management, Advanced Financial Policy, and Financial and Managerial Accounting. Other areas of activity included external relations with corporate and financial institutions and serving as chairman of a committee to develop a new undergraduate program in finance.

INDIANA CENTRAL COLLEGE

<u>September 1961 to August 1962--Chairman of Business Administration Department and Instructor of Business</u>

Taught Principles of Management and Elementary, Intermediate, Cost and Income Tax Accounting. Also served on various committees including a college-wide committee on institutional accreditation and program development.

HARDIN COUNTY SCHOOLS:

<u>September 1959 to June 1960--High School Business Instructor</u>

Taught all business courses at Rineyville High School in Hardin County, Kentucky.

UNITED STATES ARMY:

September 1958 to August 1959--Finance Specialist

Coordinated monthly development of officers payroll in Headquarters Section, Fort Knox, Kentucky. Had primary responsibility for revising existing Army payroll system during changeover to computerized approach.

PUBLICATIONS AND RESEARCH ACTIVITIES

BOOKS AND MONOGRAPHS:

Interim Financial Reporting, a book coauthored by G. F. Dominiak and T. V. Hedges, published by the National Association of Accountants, New York, N.Y. in 1972.

Acquired a $50,000 grant and was the principal research investigator on the study.

Effects of Federal Income Taxes on Capital Budgeting, Research Monograph #5, published by the National Association of Accountants, New York, N.Y. in 1969.

Acquired $7,500 in grants for research on the study.

ARTICLES:

"Interim Reporting," Empirical Research in Accounting: Selected Studies, 1971 (presented at University of Chicago Workshop on Empirical Research in Accounting).

"A New Approach to an Old Problem," Journal of Accountancy, March, 1970.

"Masters Programs in Accounting," A. W. Patrick, J. W. Edwards, et.al., Accounting Review, Supplement, 1970.

RESEARCH STUDY REPORT:

A Feasibility Study and Proposed Action Plan for Institutional Development Programs for UNCF Colleges in Texas--A research study for the United Negro College Fund, New York, N.Y., and the Texas Association of Developing Colleges, Dallas, Texas. Co-authored with John Wiersma and Gregory James.

As Principal Investigator for the first phase of the study, which was funded by a $15,000 grant from the Carnegie Foundation, I submitted the study report in December 1974, including a proposed action plan for phase two funding of over $10 million dollars. Successful funding efforts are already occurring with resources being provided from foundations and public sector agencies.

CURRENT RESEARCH ACTIVITIES AND INTERESTS:

1. A book being written on Management of Religious Organizations. The theme is on a systems approach to more effective planning and management of personal and organizational growth and development. Experiential exercises are being included in the book. Target date for completion is January, 1977.
2. A book being developed on Effective Management of Colleges and Universities. The theme is on a management-by-objectives system for planning, controlling, and implementing programs and activities in complex higher education institutions. The book will also emphasize managerial leadership styles and a model for measuring and increasing productivity in postsecondary educational institutions. Target date for completion is May, 1977.
3. A study of the learning styles and career choices of high school students including those enrolled in two intensive workshop programs with which I have been associated for the past several years at Texas Christian University and Southern Methodist University. Initiated the program at TCU and raised approximately $40,000 to fund it for four summers.

4. Several major funding proposals in progress concerning increased productivity in management education.
5. Other areas of research interests are in the general field of social reporting systems and the quality of life in the world.

OTHER RESEARCH RELATED ACTIVITIES:

Coordination of the editing and publishing of articles presented in Texas Christian University's Distinguished Accountants Program which was established by me with a general theme of "Accounting in Society." Two articles presented:

"Professional Ethics and Social Responsibility," by John L. Carey, November, 1971.

"Financial Management and Social Reporting by the Federal Government in the 1970's," by William L. Campfield, March, 1972.

Raised approximately $7,500 to establish initial funding for the program.

RECENT COMMUNITY AND PROFESSIONAL-RELATED ACTIVITIES

Fort Worth Chamber of Commerce--Chairman of Committee to Establish a Minority Economic Development Program to be co-funded by private and public sources.

Family Services-Travelers Aid Agency--Member of Board of Directors.

Consumer Financial Counseling Program--Chairman of Committee to Establish Program.

Broadway Baptist Church--Deacon; Church Treasurer; Chairman of Finance Committee with responsibility for raising and managing the expenditure of approximately $600,000 annually; Co-Chairman of Long-Range Planning Committee.

Perkins School of Theology--Presented paper on "Effective Planning and Decision Making in Churches," during SMU's Minister's Week Program in February, 1975.

National Center for Higher Education Management Systems--participant in recent conferences.

Texas Society of CPAs--Chairman of Committee for Initiation of a Summer Professional Development Program for 50 Minority Educators in the United States (co-sponsored by American Institute of CPAs); Committee on Relations with Educational Institutions.

American Accounting Association--Committee on Socio-Economic Accounting.

National Association of Accountants--Member of Board of Directors in Fort Worth.

Fort Worth Chapter of CPAs--Member of Board of Directors.

OTHER RECENT HONORS AND MEMBERSHIPS

Recently honored by Women's Equity Action League for helping to promote women's rights.
Southwestern Social Science Association; Financial Executives Institutes; Beta Gamma Sigma; Beta Alpha Psi; H. B. Earhart Fellow; American Accounting Association Fellow; and National Association of Accountants Fellow.

SOUTHERN METHODIST UNIVERSITY

DALLAS, TEXAS 75222

PROPOSED PLAN FOR MANAGEMENT INITIATIVES FOR INDIAN HOUSING PROGRAMS

James W. Edwards
Ronald K. Wetherington
John Wiersma

Southern Methodist University
Dallas, Texas 75275

Summary of Program Proposal

MANAGEMENT INITIATIVES FOR INDIAN HOUSING

OBJECTIVE: The objective of the MIFIH program is to develop, implement, and monitor the effectiveness of new and comprehensive training activities which result in certification that certain key IHA personnel possess sound management skills.

TRAINING PROGRAM STRATEGY: A flexible and specific set of training activities is proposed through which, upon request by individual IHAs, both general and detailed needs can be met regarding increased management and technical effectiveness. Those activities will be designed to complement any existing or newly developed training efforts by HUD staff personnel and other resource groups. A modularized approach will be used in the development of training materials and scheduling for the types of activities summarized below. Maximum consideration will be given to input from each IHA regarding the specific nature of the training activities.

1) Needs Assessment Sessions--Based on the assumption that most IHAs will soon have completed a general statement of their needs, a specific identification of their management needs will be assessed during the early portion of the training program. Common needs will also be identified across IHAs and HUD regions. Identification of these common needs will provide various possible opportunities for IHAs to work through some of their problems with other housing authorities who have similar needs.

2) Orientation Workshops--A high priority in many of the IHAs is clarification of roles and responsibilities in the overall processes of housing development for the Indian peoples. A number of short workshops will be offered to provide orientation and greater understanding of responsibilities. These workshops will be primarily available for Commissioners of IHAs, Executive Directors, Tribal Chairpersons, and other key Indian leaders. Some elements of the orientation workshops will also be available, where needed, for trainers who are involved in various areas of the training program.

3) Management and Technical Training Seminars--A series of seminars will be conducted for IHA Executive Directors and staff members, Commissioners, and other persons according to local IHA desires. These seminars will provide training in principles of management, accounting and financial controls, maintenance, health and safety, Mutual Help concepts, homeowner counselling, and other areas deemed to be important to the IHAs. The seminars will be oriented toward specific tribal/cultural perspectives. A major outcome of the seminars will be certification of trainee abilities in areas of professional management and technical competence.

4) Technical Assistance Programs--A variety of technical assistance programs will be available in areas covered in the HUD guidelines and for meeting the specific needs of individual IHAs. In most situations the technical assistance programs will be designed to follow the workshops and seminars and would thus reinforce and complement such activities. However, in some situations it may be considered preferable to provide IHAs with some technical assistance prior to their involvement in the seminars, e.g. in cases where accounting/financial records need to be reconstructed to bring them up to auditable conditions. Where desired by the IHAs both basic and advanced level skills can be certified for employees who are involved in the technical assistance programs.

5) Research and Performance Evaluation Activities--Various activities will be initiated to ensure adequate monitoring of performance regarding specific MIFIH benefits expected by each IHA. These activities will include followup research and field reviews of each IHA's operational effectiveness given their objectives and levels of expertise in management/technical competence.

Appendix A includes a summary of the types of modules which could be scheduled for varying periods of time depending on IHA desires for training.

TRAINING RESOURCES STRATEGY: A coordinated consortium of broad-based resources is proposed for meeting the needs of each IHA and at the same time providing important economies in the use of training monies allocated by HUD for the MIFIH program. Southern Methodist University is proposed as a coordinating and facilitating entity for meeting the MIFIH needs of IHAs located in the Dallas, Denver, and San Francisco regional offices of HUD.

1) Facilities--Training facilities at SMU's Fort Burgwin Research Center near Taos, New Mexico, will be used for the orientation workshops and training seminars and will be the central facility for information and communication. Housing and food can be provided at Fort Burgwin at relatively low cost for up to 100 persons. The main SMU campus at Dallas, Texas will be the site for initiating the development of training materials including certain audio-visual resources especially designed to meet some of the unique cultural and bilingual needs of the Indian peoples.

2) Professional Staff and Consultants--Overall administration of the proposed program will be coordinated by Dr. James W. Edwards, Professor in SMU's School of Business Administration and specialist in accounting/financial management/minority economic development. The professional staff and scheduling will be administered by Dr. Ronald K. Wetherington, Director of the Fort Burgwin Research Center and Professor at SMU. Administration of special consultants will be coordinated by John W. Wiersma, Professor and Research Fellow in the SMU School of Business and former Ford Foundation Housing Consultant. The training staff will include identified specialists in management, accounting and financial control, community development, the behavioral sciences, and Indian language advisors. The SMU administrative team will facilitate the engagement and coordination of Native American and other consultants who can assist the IHAs and HUD in the technical field training activities of the MIFIH program. Such special consultants will include CPA firm representatives with experience in Indian and IHA matters, health and sanitation experts with IHS experience, and architectural and construction personnel from the private sector. In addition, governmental agency personnel who can help ensure inter-agency cooperation and effective communications of regulations and procedures will be used, including representatives from HUD, HEW, BIA, and the Departments of Labor, Commerce, and Interior.

3) Methodologies and Training Materials--Training resources will emphasize active and frequent involvement of each trainee to ensure that maximum benefits result for each IHA from the MIFIH program. The mix of training methodologies will emphasize case analysis situations, small group discussions, in-place field studies, simulation projects which focus on the specific needs of IHAs, and audio-visual materials designed for flexible use by interested key IHA and tribal personnel.

4) Training Costs--The training strategies outlined above provide the opportunity for individual IHAs to tailor the activities offered to meet their specific MIFIH needs and also to cost-share certain common training opportunities with other IHAs. Consequently, actual costs of the program will vary, depending on the number of IHAs participating, the length of their participation, and the mix of activities chosen from the needs assessment sessions, orientation workshops, management and technical seminars, technical field assistance, and research and performance evaluation. However, some estimates can be made at this time. Housing and food costs for participants in a two-week seminar would be approximately $300 per person. Administrative costs at Fort Burgwin would amount to approximately $100 per trainee. Travel costs can be estimated by each IHA based on the distance to Fort Burgwin at Taos, New Mexico. Instructional costs (salaries plus materials) including consultants, orientation and training, and research evaluation will be additional and cannot presently be estimated, because such costs depend upon the design of an adequate and comprehensive program, which in turn depends on need assessments of each IHA.

APPENDIX A

TYPES OF MODULES FOR TRAINING AND ORIENTATION MANAGEMENT INITIATIVES FOR INDIAN HOUSING PROGRAMS

1st Module	Review of tribal, state and federal ordinances and regulations; review of contract documents and agreements (e.g., ACC, MHO, Loan contracts) to be further detailed in following modules.
2nd Module	Review of general policies and agreements specifically related to HUD programs (Tri-party Agreement, Operating Policies, TPP policies and reports).
3rd Module	Development and administrative principles (site selection, approval procedures, administrative requirements, occupancy procedures).
4th Module	Housing modernization alternatives and other options; Principles of supply management and procurement.
5th Module	Resident/Manager relations and homeownership counselling.
6th Module	Maintenance and utility functions; health and sanitation requirements and procedures; inspections.
7th Module	General principles of management.
8th Module	Management principles related to occupancy and housing maintenance; rent collection.
9th Module	Financial management principles; regulations and audit procedures.
10th Module	General accounting principles; bookkeeping.
11th Module	Accounting controls and advanced principles.
12th Module	Housing management in relation to community development.
13th Module	Review and summary.

TABLE OF CONTENTS

OVERVIEW OF PROPOSED PLAN FOR MANAGEMENT INITIATIVES FOR INDIAN HOUSING PROGRAMS

I. INTRODUCTION AND STATEMENT OF PROGRAM GOAL

A. The goal for the Management Initiatives for Indian Housing (MIFIH) program is to improve the management effectiveness and responsiveness of HUD-sponsored programs and delivery systems for decent, safe, and sanitary housing for Native Americans. This goal is especially difficult to accomplish because of the many complex interrelationships between the social, cultural, economic, and physical needs and problems of Indian tribes and communities.

Each Indian tribe/cultural unit -- and, indeed, even occasional sub-divisions within units -- has a distinctive set of social customs, long-lived traditions, and a unique value system. Such distinctiveness is in turn reflected in the character of relationships with non-tribal members and in the level of expectations, both personal and social, with which these relationships are conducted.

Understanding these cultural differences, for the non-Indian, involves more than having their meanings communicated to the outsider. The differences constitute a pattern rather than simply a set of different attitudes, beliefs, and organizations. The pattern is largely, and intrinsically, non-Western. It is revealed in subtle ways as often as in direct ways -- in the sense of time, the concept of space, and the meaning of visual, verbal and tactile contact.

It is therefore not sufficient that the language, for example, be translated from the Indian to bureaucratic English or English into Indian; indeed such translation, for which there are often poor cognates, may frequently breach rather than bridge understanding. More comprehensive means of understanding are required and must be guided by such specific ideas and questions as:

* What level of abstraction or generalization is being transmitted?
* What cognitive orientation is being used (e.g., is the concept or ideas oriented towards goals in a means-ends sequence or is it process-oriented)?
* What conceptual space-time frame is involved (e.g., social vs. "real" time, social vs. geographic space)?

An understanding at the depth reflected in the preceding questions is more than merely "knowing" as we know facts and figures. It also promotes more mutuality in interpersonal relationships, mutual trust, and forestalls the growth of minor misinterpretations into major misunderstandings. Finally, without this type of understanding, performance standards for measuring the "real" effectiveness of managers of Indian Housing Authorities (IHA) are quite likely to be superficial and relatively useless.

II. PROGRAM OBJECTIVE

A. The objective of the MIFIH program is to develop, implement, and monitor the effectiveness of new and comprehensive training activities which result in certification that certain key IHA personnel have demonstrated that they possess sound management skills. The program should primarily focus on IHAs with housing units currently in management. Additionally, where it is considered desirable, some training opportunities may be provided for IHAs without units in management.

III. STRATEGIES AND ACTIONS FOR ACCOMPLISHMENT OF PROGRAM OBJECTIVE

A. Training Program Strategy

A flexible and specific set of training activities is proposed through which, upon request by individual IHAs, both general and detailed needs can be met regarding increased management and technical effectiveness. Those activities will be designed to complement any existing or newly developed training efforts by HUD staff personnel and other resource groups. A modularized approach will be used in the development of training materials and scheduling for the types of action programs summarized in the next several pages. Maximum consideration will be given to input from each IHA regarding the specific nature of the training activities.

Action Program #1 Needs Assessment -- Based on the assumption that most IHAs will soon have completed a general statement of their needs, a specific identification of their management needs will be assessed during the early phase of the training program activities. In addition to the efforts of HUD field personnel, preliminary steps have already been initiated from Southern Methodist University to assess the management training and technical assistance needs of IHAs. A summary of this proposed plan has been mailed to the Executive Director of each IHA located in the Dallas, Denver, or San Francisco regions of HUD. The Executive Directors have also been asked to complete and return a 1-page summary of their particular needs and interests in the types of activities proposed for the MIFIH program (see Appendix B).

Based on an analysis of these summaries the SMU team proposes to schedule a series of on-site and/or regional meetings with IHA officials and HUD field officers. Common needs will be identified across IHAs and HUD regions. Based on the detailed needs and perspectives generated from the preceding steps a curriculum and schedule of management training and technical assistance activities will be developed. Since the number of participants and length of the training will vary, depending in part on the advisability of combining several IHAs from tribes with similar problems/needs/cultural perspectives, it is essential that the scheduling and "packaging" of the program activities be quite flexible in design. Identification of common needs and at the same time creating a flexible design will provide various possible opportunities for IHAs to work through some of their problems with other housing authorities that have similar needs. This approach will also maintain the option of each IHA focusing on its' unique needs to the extent deemed desirable.

Action Program #2 Orientation Workshops -- A high priority in many of the IHAs is clarification of roles and responsibilities in the overall processes of housing development for Indian peoples. A number of short workshops will be offered to provide orientation and greater understanding of responsibilities. These workshops will be primarily available for Commissioners of IHAs, Executive Directors, Tribal Chairpersons, and other key Indian leaders. Some elements of the orientation workshops will also be available, where needed, for the trainers who are involved in various areas of the training program. The kind of topics which can be included in the workshops are summarized below.

* HUD Policies and Procedures for Development/Operation of Low Income Housing
* Responsibilities of IHAs, Tribal Councils, and HUD
* Roles of BIA, IHA, and Other Agencies in Housing Development
* Tribal Ordinance or State Laws
* Preliminary Loan and Annual Contributions Contracts
* Contracts With Architectural and Construction Companies
* General Scope of HUD Occupancy Regulations
* Mutual Help Occupancy Agreements
* Resident/Management Relations
* Modernization Programs
* Planning and Budget Preparation
* Community Development Aspects of Housing Programs

Depending on IHA desires, and the availability of HUD staff resources, SMU can provide the following options for workshop offerings for periods of approximately 1-3 days.

* Provide only the physical facilities at the Fort Burgwin Center near Taos, New Mexico
* Provide personnel for leading the workshops and the necessary physical facilities.

Action Program #3 Management and Technical Training Seminars -- A major element of the MIFIH program will involve comprehensive seminars which focus on the development of professional management skills and technical expertise appropriate for housing and related functions. A series of seminars will be conducted for IHA Executive Directors and staff members, Commissioners, and other persons according to local IHA desires. The seminars will be oriented toward specific tribal/cultural perspectives. An important outcome of the seminars will be certification of trainee abilities in areas of professional management and technical competence in areas such as those listed below.

* HUD Goals and Guidelines
* IHA Structure and Responsibilities to Residents
* Management Functions and Principles
* Accounting Controls, Financial Management Principles, Collection Policies
* Standards and Procedures for Modernization
* Inventory Procurement, Bidding, and Control Policies for Supply Management
* Resident/Homeowner Options for HUD Housing Including Self-Help Opportunities
* Health and Safety Principles
* Architectural and Construction Options
* Maintenance, Repair, and Utilities Functions
* Occupancy Functions, Policies, and Application Procedures
* Homeowner Counselling and Communication Programs
* Management of Contracts and Development Programs
* Community Development

The seminar offerings can be offered for periods of 1 to 3 weeks and can be "packaged" in highly flexible ways to meet the needs, various staff sizes, and work schedules of individual IHAs. Additionally, based on IHA desires and work schedules, various combinations can be "packaged" to include topics from the workshop and training lists. The learning methodologies and materials which will provide such flexibility are discussed later in Action Program #8.

Action Program #4 Technical Assistance -- A variety of technical assistance activities will be available in areas covered in the HUD guidelines for meeting the specific needs of individual IHAs. In most situations the technical assistance activities will be designed to follow the workshops and seminars and would thus reinforce and complement such endeavors. However, in some situations it may be considered preferable to provide IHAs with some technical assistance prior to their involvement in the seminars, e.g. in housing authorities where financial records need to be immediately reconstructed to bring them up to auditable conditions.

The major areas eligible for technical assistance through MIFIH monies are summarized below.

* Significantly strengthening IHA accounting systems to put the financial records on a regularly auditable basis.
* Financial management including receipts collection, budgeting and planning, and methods of cost analysis and control.
* Other areas of operations management for low income housing developments.

Where desired by the IHAs both basic and advanced level skills can be certified for employees who are involved in the technical assistance programs. The levels of skills needed is likely to vary considerably depending on the size of IHA staffs and the particular individuals involved in the MIFIH technical assistance and training activities.

Action Program #5 Research and Performance Evaluation -- Various activities will be initiated to ensure adequate monitoring of performance regarding specific MIFIH benefits expected by each IHA and HUD. These activities will include the following.

* Assisting the IHAs in establishing their own monitoring system for planned MIFIH activities. The IHA system will focus on reviewing the specific skills expected to be acquired by personnel involved in MIFIH activities, an evaluation of the perceived relevance and quality of training and technical assistance, and recommended changes for future HUD sponsored management development programs.
* An on-going evaluation and monitoring process engaged in by the SMU team. This process will focus on congruence of the training plan vs. actual training accomplishments, gains in skills achieved by IHA personnel through the MIFIH program, and which aspects of the training/assistance activities appear to have been most helpful to trainees.
* Initiation through the Fort Burgwin Center a number of research endeavors to focus on new management implications and processes needed to deal with the unique sociocultural/legal/economic differences among Indian tribes and groups living in reservation and urban settings. Additionally, research will focus on improved communications between governmental agencies and Native Americans and on the managerial implications of such improvements.

III. continued

B. Training Resources Strategy

A coordinated consortium of broad-based resources is proposed for meeting the needs of each IHA and at the same time providing important economies in the use of training monies allocated by HUD for the MIFIH program. Southern Methodist University is proposed as a coordinating and facilitating entity for meeting the MIFIH needs of IHAs located in the Dallas, Denver, and San Francisco regional offices of HUD.

Action Program #6 Physical Facilities -- Training facilities at SMU's Fort Burgwin Research Center near Taos, New Mexico, will be used for the orientation workshops and training seminars and will be the central facility for information and communication. The mission and location of this campus are uniquely suited for facilitating accomplishment of MIFIH objectives. Housing and food can be provided at Fort Burgwin at relatively low cost. Accommodations for up to 100 persons, including lodging in 10-person adobe casitas and a spacious dining/meeting hall will provide convenient access to resource materials. Trainers and trainees will reside together allowing informal evening small-group sessions in addition to the training seminars. The main SMU campus at Dallas, Texas will be the site for initiating the development of training materials including certain audio-visual resources especially designed to meet some of the unique cultural and bilingual needs of the Indian peoples (see Appendix A for a detailed summary of the Fort Burgwin facilities).

Action Program #7 Professional Staff and Consultants -- An experienced administrative team from SMU is proposed for facilitating and overall coordination of the MIFIH activities outlined in this plan. Members of that team are briefly described below. More details about their respective backgrounds are included in the attached resumes.

* Dr. James W. Edwards will provide overall administration of the MIFIH program. He is a Professor in SMU's School of Business and a specialist in accounting/finance/management training/minority economic development.
* Dr. Ronald K. Wetherington will coordinate staffing and scheduling. He is Director of the Fort Burgwin Research Center and Professor in Social Science at SMU.
* Mr. John W. Wiersma will coordinate relations with agencies, foundations, and special consultants. He is a Professor and Research Fellow in SMU's School of Business and a former Ford Foundation Housing Consultant.

The training staff will include identified specialists in management, accounting and financial control, community development, the behavioral sciences, and Indian language advisors. The SMU administrative team will facilitate the engagement and coordination of Native American and other consultants who can assist the IHAs and HUD in the technical field training activities of the MIFIH program. Such special consultants will include CPA firm representatives with experience in Indian and IHA matters, health and sanitation experts with IHS experience, and architectural and construction personnel from the private sector. In addition, governmental agency personnel who can help ensure inter-agency cooperation and effective communications of regulations and procedures will be used, including representatives from HUD, HEW, BIA, and the Departments of Labor, Commerce, and Interior (see Appendix C for a proposed organization chart).

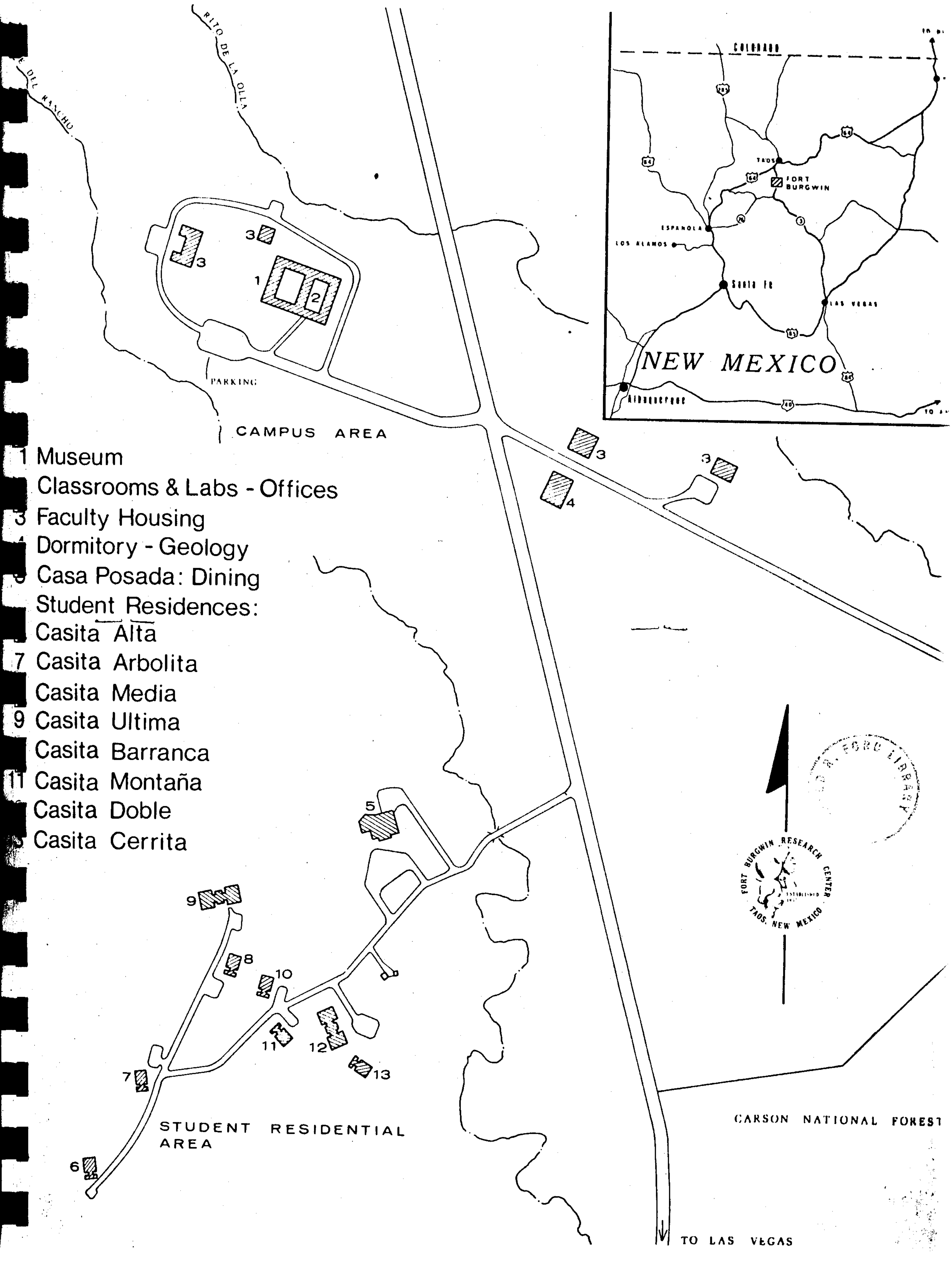
Action Program #8 Methodologies and Training Materials -- Training resources will emphasize active and frequent involvement of each trainee to ensure that maximum benefits result for each IHA from the MIFIH program. The mix of training methodologies will emphasize case analysis situations, small group discussions, in-place field studies, and simulation projects which focus on the specific needs of IHAs. Additionally, some unique audio-visual materials will be designed for flexible use by interested key IHA and tribal personnel.

IV. TRAINING COSTS

The training strategies outlined above provide the opportunity for individual IHAs to tailor the activities offered to meet their specific MIFIH needs and also to cost-share certain common training opportunities with other IHAs. Consequently, actual costs of the program will vary, depending on the number of IHAs participating, the length of their participation, and the mix of activities chosen from the needs assessment sessions, orientation workshops, management and technical seminars, technical field assistance, and research and performance evaluation. However, some estimates can be made at this time. Housing and food costs for participants in a two-week seminar would be approximately $300 per person. Administrative costs at Fort Burgwin would amount to approximately $100 per trainee. Travel costs can be estimated by each IHA based on the distance to Fort Burgwin at Taos, New Mexico. Instructional costs (salaries plus materials) including consultants, orientation and training, and research evaluation will be additional and cannot presently be estimated, because such costs depend upon the design of an adequate and comprehensive program, which in turn depends on need assessments of each IHA.

FORT BURGWIN RESEARCH CENTER

Educational and Training Facilities



RITO DE LA OLLA
DEL RANCHO
PARKING
CAMPUS AREA
1 Museum
Classrooms & Labs - Offices
3 Faculty Housing
Dormitory - Geology
Casa Posada: Dining
Student Residences:
Casita Alta
7 Casita Arbolita
Casita Media
9 Casita Ultima
Casita Barranca
11 Casita Montaña
Casita Doble
Casita Cerrita
STUDENT RESIDENTIAL AREA
CARSON NATIONAL FOREST
TO LAS VEGAS
NEW MEXICO
TAOS
FORT BURGWIN
ESPANOLA
LOS ALAMOS
LAS VEGAS
FORT BURGWIN RESEARCH CENTER
TAOS, NEW MEXICO

THE FORT BURGWIN RESEARCH CENTER...

is operated by Southern Methodist University as a research and teaching facility and as a center for professional conferences, symposia and retreats. Its facilities will accomodate 125 persons during the two five-week summer terms, and 100 persons at other periods.

The academic program as well as Center-affiliated research programs are in the sciences, particularly biological, anthropological and geological fields. Occasional special courses in the social sciences and humanities are offered.

THE SETTING...

of the Center in a high mountain valley of the Sangre de Cristo Mountains makes it ideal for research and field training; its relative isolation and its quiet ambience make it likewise ideal for retreats and conferences where concentration, relaxation and the avoidance of distraction are desired.

The Center occupies 250 acres at an elevation of 7400 feet in the midst of a Pinyon-Juniper forest. Two perennial trout-streams course through the property. The Center is surrounded by the Carson National Forest, with nearby elevations to 11,000 feet. Environments from desert to alpine are within easy driving range. Both on Center land and surrounding it are excavated and unexcavated archeological sites dating from 1000 A.D. to early historic, including Pueblo and Plains Indian, Spanish Colonial, and frontier Western occupations.

Ten miles from the Center are Taos Indian Pueblo and the city of Taos, which was settled by Coronado in the 16th Century.

FACILITIES FOR STUDY AND RESEARCH...

include a small museum displaying research results, a library with holdings of over 2000 books and 130 periodical titles, a pollen reference collection, and an herbarium. In addition to general laboratories, seminar rooms and classrooms, the Center houses a pollen laboratory, photographic darkroom, and a variety of specialized equipment for field and laboratory work. Study collections in addition to the pollen and herbarium inventories, include prehistoric and historic archeological materials and human osteological remains. Reptile and small mammal collections are being made.

CONFERENCE FACILITIES...

include, in addition to the academic campus described above, a large dining-meeting hall, Casa Posada, located on the residential campus. This facility has over 4000 square feet in meeting space. The dining room doubles as an assembly room, is carpeted, and will seat 100 people banquet style or 200 auditorium style. The room may be partitioned by a movable wall into two smaller conference areas. In addition, a small conference room seating up to 15 is adjacent to the foyer.

BOARD AND LODGING...

are available for small and large groups for periods ranging from a few days to six weeks, and occasionally longer, scheduled around the ten-week summer period. Residents are housed in modern adobe casitas accomodating up to ten persons each. Ten casitas are available, distributed along mountainsides and separated by stands of ponderosa, pinyon and juniper. All are convenient to the dining hall via gravelled roads and trails. Each casita has shower facilities, private closets, and a large living room with fireplace.

In addition, the academic campus -- a quarter-mile away along a lighted nature trail -- has lodging for nine families, ranging from efficiency apartments to two-bedroom houses.

Primitive campgrounds along one of the streams are also available when weather permits.

Meals are prepared and served three times daily by expert cooks supervised by a dietitian. The kitchen is fully and efficiently equipped and meals are served cafeteria style. Box lunches and food and equipment for overnight trips are available at no extra charge. Coffee service is available 24 hours a day.

CLIMATE...

varies with the seasons but is seldom uncomfortably warm. During the summer overnight temperatures range from the 50s to light frost, and climb to the high 70s and low 80s during the day. Snowfall begins in early November but does not hamper transportation until mid-December. Moderately severe weather occurs in January, February and early March, with snowfall continuing through much of April.

The rainy season brings afternoon thundershowers from July through September.

TRANSPORTATION...

to the Center is available through regularly-scheduled air and bus connections from Albuquerque and Denver. Either Continental Trailways or Zia Airlines may be contacted for current schedules. Car rental agencies are available in Albuquerque, 140 miles south, and in Denver.

The Center is ten miles from Taos and is 6 1/2 miles from Ranchos de Taos on State Highway 3. Transportation to the Center from bus and airport terminals in Taos must be arranged in advance.

APPENDIX E

SUMMARY OF IHA INTEREST PROFILE ON MIFIH ACTIVITIES

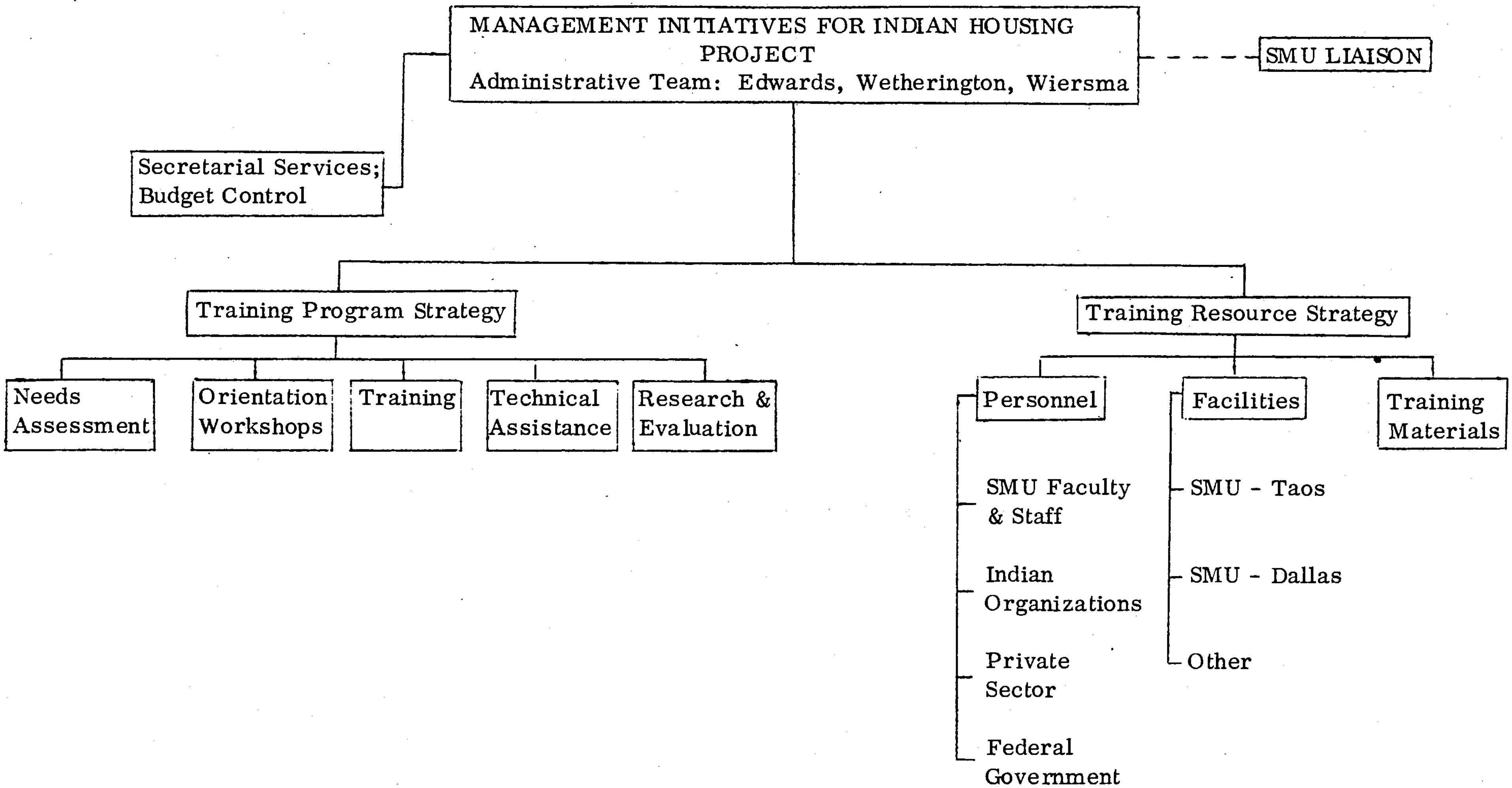
NAME AND LOCALITY OF IHA ______________________ NAME OF EXECUTIVE DIRECTOR ______________________

RESERVATION OR PROJECT # __________ UNITS COMPLETED ______ IN PROG ______

Brief Description of Each Staff Position for Which Training is Needed	Are You Interested in Cost Sharing?	Brief Description of Areas of Need and Potential Interest by IHA (Please indicate for each staff position whether priorities for areas of need/interest rate High(H), Moderate(M), or Low(L))						
		Additional Needs Assessment	Orientation Workshops	Management and Tech.Training Seminars	Technical Assistance on Site	Research/ Performance Monitoring	Use of SMU Fort Burgwin Facilities	Other Specific Areas(please list)

NOTE: Please elaborate on the reverse side regarding specific details and interests.

APPENDIX C


MANAGEMENT INITIATIVES FOR INDIAN HOUSING PROJECT
Administrative Team: Edwards, Wetherington, Wiersma
SMU LIAISON
Secretarial Services; Budget Control
Training Program Strategy
Needs Assessment
Orientation Workshops
Training
Technical Assistance
Research & Evaluation
Training Resource Strategy
Personnel
SMU Faculty & Staff
Indian Organizations
Private Sector
Federal Government
Facilities
SMU - Taos
SMU - Dallas
Other
Training Materials

SOUTHERN METHODIST UNIVERSITY

OFFICE OF THE PROVOST

DALLAS, TEXAS 75275

UNIVERSITY CAPABILITY

SMU Preliminary Proposal Number 62511

James W. Edwards
Project Director

Southern Methodist University is committed to the pursuit of balance between humanistic appreciation and professional understanding in its attainment of excellence in both academic studies and research. Within this context the attainment of qualitative excellence in all aspects of management training is a goal attained by the School of Business Administration and an objective in a continual state of improvement and refinement.

The awareness of these goals is influenced by our commitment to be a pluralistic university. In this setting the establishment of a management training program focused on the needs of American Indians for improved capabilities to manage housing projects and their corollary supporting services fits our perspective exceptionally well. The University has a long tradition of excellent management training and strong ethnic-oriented programs. To merge the demonstrated capabilities of these complementary activities into one program for American Indian training at Fort Burgwin presents a challenge the University would accept with pleasure.

James E. Brooks
Provost

SOUTHERN METHODIST UNIVERSITY
SCHOOL OF
BUSINESS ADMINISTRATION

Southern Methodist University

Pocket Profile A Wallet-Sized Reference

Enrollment 9,643 (5,557 undergraduate, 3,035 graduate/professional, 1,051 evening students) from 50 states, from the District of Columbia, and 46 foreign countries.

History A private coeducational institution, founded in 1911 by The Methodist Church. Classes began in 1915 in two buildings with 706 students and 35 faculty.

Faculty 662 (477 full-time, 185 part-time).

Degrees Offered Eight schools — Arts, Business Administration, Continuing Education, Humanities and Sciences, Institute of Technology (Engineering), Law, Theology, and University College — offer studies leading to 237 bachelors', masters', and doctoral degrees in 110 fields of study.

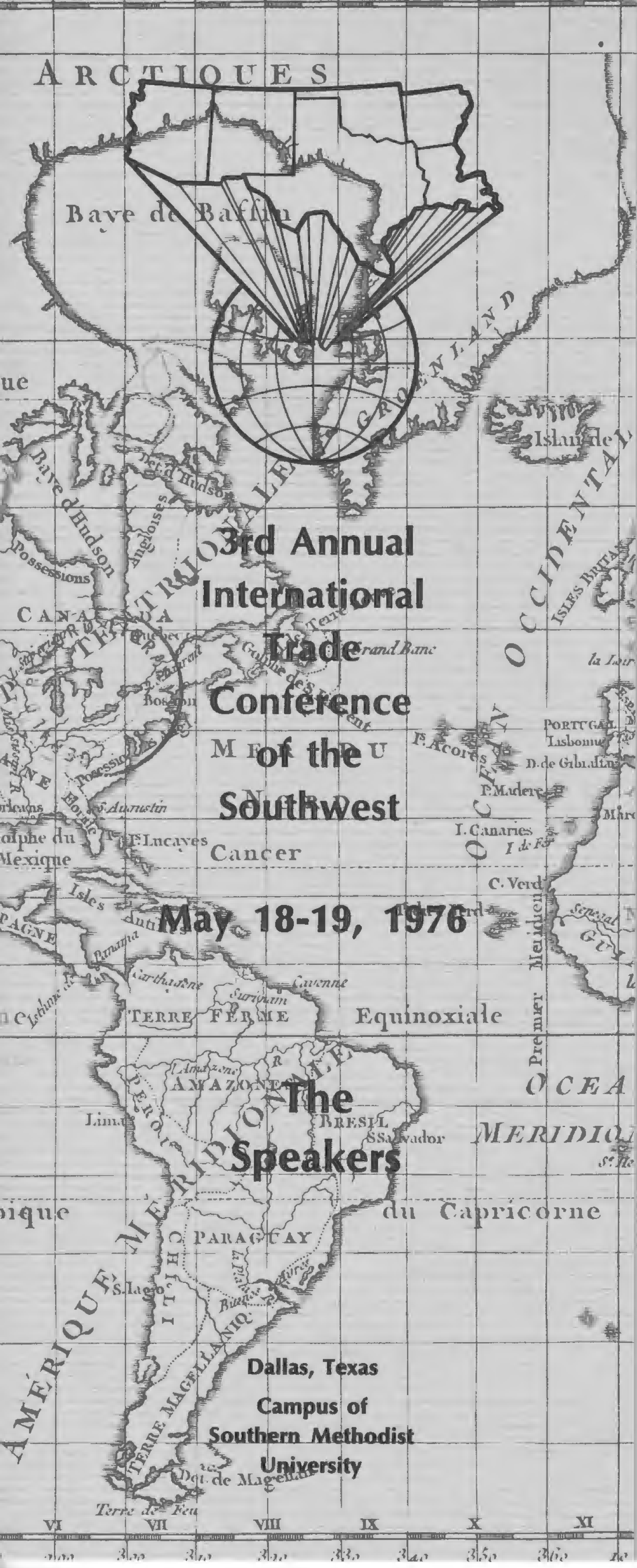
Alumni Facts 45,540 living alumni of record.

Location SMU is located in the University Park area of Dallas, Texas, the nation's eighth largest city and a source of many culturol, intellectual, and career opportunities for students.

Administration 83-member Board of Trustees, Chairman, C. A. Tatum, Jr.; 21-member Board of Governors, Chairman, Edwin L. Cox; Chancellor Willis M. Tate, President James H. Zumberge. Trustees meet twice annually; Governors monthly except for summer.

(November, 1975, information except as noted otherwise.)

Southern Methodist University
Dallas, Texas 75275
Telephone 214/692-2000



3rd Annual International Trade Conference of the Southwest

May 18-19, 1976

The Speakers

Dallas, Texas

Campus of Southern Methodist University

"Today, America's two-way trade with the rest of the world exceeds $200 billion a year, and last year we posted a record trade surplus of more than $11 billion. In effect, that is how much our exports increased the wealth of the nation, because that is what we took in over what we paid out for imported goods and services. Most importantly, our export trade is also the source of more than five million American jobs.

Yet, despite the vast benefits we reap from exports in terms of jobs and profits, only about eight percent of American companies export their products. We can, and we must, do better than this.

That is why I am so gratified to see that the city of Dallas, far removed from our traditionally more export-conscious seacoasts, will be hosting the International Trade Conference of the Southwest on May 18 and 19. It is strategy sessions like this that make all the difference in carrying America forward in foreign markets. And despite our record trade surplus, we still need all the sales we can get in those markets, not only to pay our mounting bills for imported oil, but to create even more new jobs at home.

This Conference, and the observance of World Trade Week throughout the cities of the Southwest, tells me that the people of this area will do all they can to implement the interdependence of nations through international trade."

Elliot L. Richardson
Secretary of Commerce of the United States

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President
Al Pollard & Associates
Vice Chairman, Arkansas

Mark B. Winchester
SMU School of Business Administration
Conference Executive Director

can Bar Association Journal; and the United States Taxation of Foreign Income, Inc.; American Bar Association Journal; and the United States Chambers of Commerce in Italy and Germany.
He is also a member of the Chicago, Illinois, District of Columbia and American Bar Associations. He is a member of the Section of Taxation of the American Bar Association and a former Tax Notes Editor of the American Bar Association Journal. He is admitted to practice as a lawyer in Illinois and the District of Columbia and as a Certified Public Accountant in Illinois.

Luncheon-Forum: "National Economies—The Consequences of Interdependence"

- **Dr. Alan B. Coleman,** Dean, School of Business Administration, Southern Methodist University
- **Dr. E. B. Gasser,** Chief Executive, J. Henry Schroder Bank AG, Zurich
- **Dr. Alvin J. Karchere,** Director of Economic Research, IBM
- **Dr. Masao Okamoto,** Director, Nomura Research Institute, N. Y.

Alan B. Coleman is Dean and Caruth Professor of Financial Management, School of Business Administration, Southern Methodist University. He was formerly President of the Sun Valley Company and the Yosemite Park and Curry Company. He has taught at the Graduate Schools of both Harvard and Stanford, and was a Research Associate at Institute pour l'Etude des Methodes de Direction de l'Enterprise in Lausanne, Switzerland.
Dr. Coleman is the organizer and founding Dean of Escuela de Administration de Negocios para Graduados, the first graduate school of business in Latin America.

Dr. Erik B. Gasser is President of J. Henry Schroder Bank AG, Zurich, Switzerland. He is also a Director of J. Henry Schroder Wagg & Co. Ltd., London, the British merchant bank of the Schroder Group.
A native of Switzerland, Dr. Gasser studied Economics at the University of Zurich and Harvard Graduate School of Business Administration, and received his Doctorate in Economics from the University of Zurich in 1954. From 1959-71, he was Co-Founder and President of a privately-owned merchant bank in Zurich. Since 1973, he has been Chairman of the Association of Foreign Banks in Switzerland.
He is a member of the team of Schroder executives who are presently conducting seminars for selected Central Banks around the world.

Dr. Alvin J. Karchere, Director of Economic Research of IBM, is responsible for IBM's worldwide economic forecasting. He has served as consultant to government agencies, provided testimony for congressional committees, and served on the board of directors of professional organizations. Prior to joining IBM in 1960, he was Manager of the Economics Department of the California Texas Oil Corporation. Dr. Karchere did his postgraduate study in economics at the London School of Economics and received his Ph.D. from the University of London.

Dr. Masao Okamoto is Director of the New York office of the Nomura Research Institute, and a member of the Institute's Board of Directors. His activities include participation in a survey mission on the activities of multinational companies sponsored by the Ministry of Foreign Affairs and headed by Mr. Sumita, former Vice Minister of Finance.
Dr. Okamoto was previously associated with JETRO, a semi-governmental organization for trade promotion. He was stationed in Lagos, Nigeria and London, and served as Section Chief of the Economic and Market Research Sections of the Research Department.
His books include: **Anatomy of Multinational Corporations; Guidebook on Management of Small and Medium Size Enterprises;** and **Katabare GNP,** which advocates a more stabilized economic growth, and criticizes the Japanese high growth GNP.

Tuesday, May 18, 1976

Afternoon Session

2:00—4:45 p.m.

Forum: "International Politics of World Shortages —Significance for Businessmen"

- **John W. Dixon,** Chairman and President, E-Systems
- **Robert M. Gottschalk,** Attorney, and President, Belgian-American Chamber of Commerce in the U. S.
- **Raymond J. Lhonneux,** President, Chambre du Commerce et de l'Industrie, Antwerpen, Belgium
- **John E. Kircher,** Deputy Chairman of the Board, Continental Oil Company

John W. Dixon is Chairman of the Board and President of E-Systems, Inc. His professional background and career have encompassed industry, government and education.
Mr. Dixon began his industrial career with General Dynamics Corp. and later served as a Deputy Controller with the Department of Defense. Returning to industry, he became Chairman and President of the former LTV Electrosystems.
He earned a Phi Beta Kappa in Foreign Affairs at George Washington University, and later served as Associate Professor of Economics at Mississippi Southern College. Mr. Dixon is currently a member of the U.S. Chamber of Commerce Council on Trends and Perspectives.

Robert M. Gottschalk is an attorney specializing in international matters with offices in New York and Brussels, Belgium.
He is President of the Belgian-American Chamber of Commerce in the United States, Inc., a member of the Mid-Atlantic Club, and co-author of the book **Direct Investment in the United States,** which was published by European-American Banking Corporation. He is the author of numerous articles on international trade, and has been, and is, a consultant to several governments. Mr. Gottschalk was decorated by the Belgian Government in 1960 as Knight of the Order of the Crown, and in 1974 was made Officer of the Order of Leopold II.

Raymond J. Lhonneux is President of the Antwerp Chamber of Commerce and Industry. He was formerly President and Chairman of the Board of Polysar Belgium N.V. and Polysar Europe N.V.
Other positions he has held in industry and commerce include: President, Industrial Solvents Europe N.V.; Member, Managing Committee, Economic Council of the Province of Antwerp; Vice President, Antwerp Productivity Center; and Member, Board of Directors, the World Trade Center of Belgium N.V.
Mr. Lhonneux also holds a Chair at the Free University of Brussels, lecturing on the economics of petroleum and the petrochemical sectors.

John E. Kircher is Deputy Chairman of the Board of Directors of Continental Oil Company (Conoco) and a Member of the Corporate Management Committee.
Prior to his promotion as Deputy Chairman, Dr. Kircher was President of Conoco. He has also served as worldwide coordinator for manufacturing and marketing, and was in charge of petrochemical operations, as well as research and development activities.
He is a Director of the American Petroleum Institute, and President of the Travel Program for Foreign Diplomats, Inc.

Forum: "International Monetary Conditions—Balance of the Decade"

- **Dr. William H. Baughn,** Dean, School of Business, University of Colorado and Director, Stonier Graduate School of Banking
- **Geoffrey Bell,** Director, J. Henry Schroder Wagg & Co. Ltd. and Senior Adviser, Central Bank of Venezuela
- **H. E. Ekblom,** Chairman and Chief Executive Officer, European-American Bank and Trust Company
- **Dr. Irving S. Friedman,** Senior Vice President and Senior Adviser for International Operations, Citibank NA

5:30 p.m. **Get-Acquainted Reception**—Cash Bar—Hilton Inn—Reception Committee: International Trade Association of Dallas

Dr. William H. Baughn is Dean, College of Business Administration and Graduate School of Business Administration of the University of Colorado.
He is also the Director of the Stonier Graduate School of Banking and the School for International Banking.
Dr. Baughn is a member of the Board of Directors and a past President of the American Assembly of Collegiate Schools of Business. He is also a member of the Advisory Council of the U.S. General Accounting Office.
He is a co-author of **Financial Planning and Policy** and co-editor of **Bankers Handbook.**

Geoffrey Bell is a Director of J. Henry Schroder Wagg & Co. Ltd., London, England, and Schroder International Ltd. He is currently engaged, among his other duties, as the Senior Advisor to the Central Bank of Venezuela. In addition, he is a special columnist for **The Times of London** and writes regularly on international and domestic financial problems.
Educated in Grimbsby and at the London School of Economics, Mr. Bell joined H. M. Treasury after graduation as an Assistant Economic Adviser and in 1963-64, spent nine months as a Visiting Economist with the Federal Reserve System, mainly at the Federal Reserve Bank of St. Louis. Between 1964 and 1965, he lectured on monetary economics at the London School of Economics and acted as an Assistant Adviser at H. M. Treasury. In 1966, he became Economic Adviser to the British Embassy in Washington, where he stayed until joining Schroder in 1969.
He has published numerous articles on domestic and international finance in academic journals in addition to his regular features in **The Times.** He has also contributed to three books on monetary economics.
Mr. Bell's recent book, **The Euro-Dollar Market and the**

International Financial System, has now been translated into Japanese and French for sale abroad as well as in the United Kingdom and the United States.

Harry E. Ekblom is Chairman and Chief Executive Officer of European-American Banking Corporation and European-American Bank & Trust Company. Before joining European-American, he was a Senior Vice President with Chase Manhattan Bank.
Mr. Ekblom serves as a Director of the Hoover Company, Panhandle Eastern Pipe Line Company, the Trunkline Gas Company, and Thomas Cook, Inc. He is a member of the Economic Club of New York, and the Overseas Bankers Club in London.

Irving S. Friedman is Senior Vice President and Senior Adviser for International Operations with Citicorp NA, New York. He has served with the U.S. Treasury as Senior Economist and Assistant Director of Monetary Research, and with the International Monetary Fund where he was in charge of IMF consultations with all member countries.
Dr. Friedman has also served with the World Bank and, as with the Fund, was in charge of World Bank consultations with all member countries. He was Chairman of the Economic Committee and Economic Advisor to the President of the Bank.
Dr. Friedman is particularly interested in the problem of inflation. His latest book, **Inflation: A World-Wide Disaster,** has been published in seven foreign editions.

Wednesday, May 19, 1976

"TRANSACTING BUSINESS IN A WORLD OF CHANGE AND UNCERTAINTY"

'MONEY—MARKETS—METHODS—MARKETING'

Morning Session

9:00 a.m.—1:30 p.m.

Forum: "Sources of Funds for Trade and Investment"

- **Charles E. Bradford,** International Trade Consultant
- **David Gregg III,** Executive Vice President, Overseas Private Investment Corporation
- **Edgar C. Harrell,** Director, Planning and Analysis Staff, Office of International Finance and Development, U.S. Department of State
- **Stephan M. Minikes,** Senior Vice President—Research & Communications, Export-Import Bank of the United States

Charles E. Bradford is an International Trade Consultant specializing in corporate cash management, trade and project financing, and the implementation of management systems and controls for international companies. He is particularly interested in the organization of joint ventures for the transfer of agricultural and industrial technology.
Mr. Bradford was formerly Vice President and Manager, International Corporate Finance Group, Republic National Bank of Dallas. He also served as Manager, Foreign Sales and Procurement Financing with the Corporate Staff of the RCA Corporation.
He is a member of the International Committee of the U.S. Chamber of Commerce, and serves as the North Texas State Chairman of the District Export Council.

David Gregg III is Executive Vice President of the Overseas Private Investment Corporation. He formerly served as Vice President with Blyth & Company, Inc., with major responsibility for public offerings, mergers and private placement.

Edgar C. Harrell is Director, Planning and Economic Analysis Staff, Bureau for Economic and Business Affairs, U.S. Department of State.
He served as Assistant Director for Programs, U.S. Aid Mission to Thailand. He was also a Manager with Du Pont Far East, Inc., and a Far East Technical Representative for Rohm and Haas Company.
Dr. Harrell holds a B.S. from Dickinson College and a Ph.D. in Economics from Columbia University. He has published several articles, many dealing with the Far East.

Stephan M. Minikes is Senior Vice President—Research and Communications with the Export-Import Bank of the United States. He is responsible for policy analysis, research, congressional and government relations, and public affairs and external relations.
Prior to joining the Bank, Mr. Minikes was Special Assistant and Counsel to the Chief of Naval Operations and later served as Counsel to the Special Consultant to the President for Energy.
From 1964 to 1972 he was engaged in general corporate and commercial law with the New York City law firms of Borden & Ball and Milbank, Tweed, Hadley & McCloy.

Forum: "Market Assessment and Projections—A U. S. View of World Trade Opportunities"

- **William Fishman,** Assistant Director for International Communications, Office of Telecommunications Policy, Executive Office of the President

- **Peter F. Greene,** Editor & Publisher, Dun & Bradstreet International, Exporters' Encyclopedia
- **Daniel L. Goldy,** President, International Systems & Control Corporation
- **Harned Pettus Hoose,** President & General Manager, Hoose China Trade Services, Inc.
- **Charles W. Hostler,** Deputy Assistant Secretary & Director, Bureau of International Commerce, U. S. Department of Commerce

William Fishman is Assistant Director for International Communications, Office of Telecommunications Policy, Executive Office of the President.
He previously served as Acting Chief, Tariffs and Services Division, Common Carrier Bureau, Federal Communications Commission, and Chief, International Rates Branch of the FCC.
He holds a B.A. from Brown University and a J.D. from Harvard. His special experience includes serving as Counsel in the AT&T and ComSat rate cases.

Peter Greene is Editor & Publisher of the Dun & Bradstreet **Exporters' Encyclopedia,** a 1,700-page annual publication. He also edits the twice-monthly news publication, **World Marketing,** which goes to more than 10,000 international business executives, **U.S. Marketing,** which circulates monthly to over 4,000 business executives abroad, and **World Products,** a monthly publication serving more than 5,000 U.S. importers.
Mr. Greene is a Director and Past President of the International Executives Association, Past President of the World Trade Club of New York and Past President of the World Trade Writers Association. He is a member of the National Foreign Trade Council, the Overseas Press Club, and was named "Man of the Year" by the World Trade Club of New York in 1974.

Daniel Goldy is President of International Systems & Controls Corporation. He is also a Director of the Otis Elevator Company and Regional Vice Chairman of the U.S. Chamber of Commerce.
Mr. Goldy's career includes service with the Federal Government as the President's National Export Expansion Coordinator, and as Executive Director of a Cabinet-level Inter-Agency Committee on Export Expansion. He has also conducted studies on productivity and economic development in Western Europe for the Economic Cooperation Administration, and served as Deputy Assistant Secretary of the Interior. He is Chairman of the International Committee of the U.S. Chamber of Commerce, Chairman of the Task Force on World Shortages, and a U.S. Delegate to the O.E.C.D.

Harned Pettus Hoose, a Los Angeles-based lawyer, foreign trade-business consultant and businessman, was born in China. His parents were American missionaries. He lived in Peking his first eighteen years and speaks Chinese fluently. After attending the University of Southern California (B.A. 1941), he returned to China for World War II and commanded a U.S. Naval guerrilla unit. Following the war, he took his law training at the School of Law, University of Southern California (LL.B. 1949, Juris Doctor 1967). Simultaneously with a series of stints on the faculties of U.S.C. and the University of California Hastings College of Law, Hoose has been heavily involved for over twenty-six years both as a consultant and a principal (President, Hoose China Trade Services, Inc.) assisting American corporations in international trade and business. That work has included many business trips throughout Asia and in Korea, Japan, Taiwan, Hong Kong, Singapore, Malaysia, Indonesia, Cambodia, Laos and the People's Republic of China. In 1971-72, Hoose assisted with the preparations for President Nixon's journey to China, serving as a voluntary nongovernmental adviser to the President. Since then, Hoose has made eight major and several short business trips to the People's Republic of China, and in all has been there for 245 days since 1971, representing a number of American corporations. He successfully handled the largest formal dispute between U.S. corporate interests and the People's Republic in 1975 achieving a negotiated settlement in China on behalf of his clients. This amounted to a substantial recovery against the Chinese trading company involved. Mr. Hoose is a recognized world expert on China and its international trade.

Charles Hostler is Deputy Assistant Secretary and Director, Bureau of International Commerce, U.S. Department of Commerce. Until joining the Department of Commerce, Dr. Hostler was the founder and Chairman of the Board of the Irvine National Bank and President of Hostler Investment Company of Newport Beach, California, and for 6 years was associated with McDonnell Douglas Corporation as Director of International Operations based consecutively in Paris, Beirut and California. Prior to his retirement from the Air Force as Colonel in 1963, he was a member of the Policy Planning Staff for International Security Affairs in the Office of the Secretary of Defense. He was also U.S. Air Attache accredited to Lebanon, Jordan and Cyprus.
Dr. Hostler is a member of the American Political Science Association and is listed in **Who's Who in the West** and **Who's Who in Science.** He is the author of several books including **Turkism and the Soviets** and **The Challenge of Science Education.**

Luncheon presentation: "Canadian-U.S. Trade Prospects: What's Ahead?"—DONALD JAMIESON, Minister of Industry, Trade and Commerce, Canada

Donald Jamieson is the Minister of Industry, Trade and Commerce of Canada, and his present portfolio is the fourth he has held. He created the new Department of Supply and Services in 1968-69, then undertook a comprehensive reorganization of what is now the Ministry of Transport during the years 1969-72. From 1972-75, he completed a thorough re-vamping and the decentralization of his portfolio, the Department of Regional Economic Expansion.

Before entering public life, Mr. Jamieson was President of the Canadian Association of Broadcasters. He also served as Chairman of the first world conference on educational television. He is a journalist and author, and has contributed to histories and similar works on Canadian broadcasting and the many events that surrounded the Newfoundland confederation controversy.

Wednesday, May 19, 1976

Afternoon Session

2:00—4:45 p.m.

Forum: "Market Assessment and Projections—World Trade Opportunities as Seen from Abroad"

- **Clive Baxter,** Ottawa Editor, The Financial Post, Canada
- **William P. Bowman,** Managing Director, International Trading Division of United Biscuits (Holdings) Ltd., and Vice Chairman, North Atlantic Group, British Overseas Trade Board
- **Andre A. Jacomet,** Executive Vice President, International Affairs, Pechiney Ugine Kuhlmann, Paris
- **Rafael M. Vasquez,** Ambassador of the Republic of Argentina to the United States

Clive Baxter is Ottawa Editor of The Financial Post. He has covered the federal scene for the Post since 1961. Prior to that, he was based in Montreal and Toronto. Born in London, England, of Canadian parents, Mr. Baxter was educated partly in Canada and partly in Britain. Following service with the Royal Air Force, he joined The Evening Standard in London as a reporter. He returned to Canada in 1954.

Recently, Mr. Baxter has been responsible for a series of mixed-media co-productions carried out jointly by The Financial Post and the Canadian Broadcasting Corporation. These have been joint television and print special reports on subjects of economic concern. The first of these, dealing with the explosive growth of air charter travel, won the Governor General's award for outstanding public service in journalism.

William P. Bowman, O.B.E., is Managing Director of the International Division of United Biscuits Ltd., London, England. He also serves as President of United Biscuits (Canada) Ltd., and as Chairman of Carr's of Carlisle.

Mr. Bowman is Vice Chairman, North American Advisory Group, of the British Overseas Trade Board, and is past Chairman of the British Food Export Council. He is Chairman Designate of the Cake and Biscuit Alliance.

Before joining United Biscuits, he was associated with Goodall Backhouse & Co. Ltd., Cheseboro Ponds, and Dorland Advertising Ltd. In 1972, Mr. Bowman was awarded the prestigious O.B.E. for services to export.

Andre A. Jacomet is Executive Vice President for International Affairs of Pechiney Ugine Kuhlmann, France's largest industrial company. The Company was formed at the end of 1971 through the merger of Pechiney S.A., Europe's largest aluminum maker, and Ugine Kuhlmann, a major producer of steel, alloys and chemicals. The Pechiney Ugine Kuhlmann Group now ranks among the leading producers of aluminum, specialty steels and titanium, chemicals, ferro-alloys, and special products such as super-alloys and carbon products.

Its American operations have recently gone through a reorganization following the tender offer that won complete ownership of the Howmet Corporation last August. Andre Jacomet guided the restructuring.

Mr. Jacomet's distinguished career has encompassed service to government as well as industry. After World War II, he was appointed legal counselor to the French High Commissioner in Germany, later served as personal advisor to the Secretary of State for the Air Force and the Minister of Construction, and finally as Secretary in charge of Administrative Affairs in Algeria.

He has been honored by the French Government with the rank of Knight of the Legion of Honor.

Ambassador Rafael M. Vasquez is the Ambassador to the United States of the Republic of Argentina. He previously served as Ambassador to the Federal Republic of Germany in Bonn.

He was formerly President of the Commission for Export Promotion in Buenos Aires, and served as Consul General in New York. He was also Director of Commercial Promotion at the Ministry of Foreign Affairs in Buenos Aires.

Forum: "Special Interest Markets"

- **William J. Barnhard,** Managing Editor, Bureau of National Affairs' U. S. Export Weekly
- **Gerald L. Parsky,** Assistant Secretary of the Treasury for International Affairs, U. S. Department of the Treasury

- **Daniel M. Searby,** Senior Vice President—International Finance, Triad-American Capital Management, Inc.
- **Benjamin Weiner,** President, Probe International, Inc.

William J. Barnhard is Managing Editor, **U.S. Export Weekly,** which is published by the Bureau of National Affairs, Inc., as part of its International Trade Reports series.

His experience includes 40 years of covering Washington, particularly its international activities. He has been a reporter and editor for the Bureau of National Affairs, the Kiplinger Washington Letter, and the Kiplinger Tax Letter. He was a columnist for both **Export Trade & Shipper** and **Trade With Italy,** and for 12 years was a Washington lawyer specializing in international trade matters. He is a recognized expert on matters of dumping, escape clauses, Buy American, and trade legislation.

Mr. Barnhard is currently preparing for the publication of **U.S. Import Weekly** which will round out BNA's coverage of the world trade field.

Gerald L. Parsky, Assistant Secretary of the Treasury for International Affairs, is recognized as a key U.S. spokesman on critical global economic and financial issues. Since June 1, 1974, Mr. Parsky has been in charge of Treasury's policy in the trade, energy, commodities and financial resource areas, as well as the United States economic and financial relations with the Middle Eastern Countries.

He also supervises Treasury policy in the other international economic, financial and monetary areas, including investment, U.S. policy on industrial and developing nations, and U.S. policy on international financial institutions.

At 33, and as the youngest Assistant Secretary in the Treasury Department's history, Mr. Parsky has displayed an ability to negotiate with Middle Eastern and European government leaders, and to work with Congress in developing needed legislative reforms.

He currently serves as Executive Secretary of the East-West Foreign Trade Board, and the Joint U.S.-Saudi Arabian Commission for Economic Cooperation, and he represents the United States at the International Energy Agency and the Conference on International Economic Cooperation. In addition, Mr. Parsky participates in the following:

—The National Advisory Council on International Monetary and Financial Policies
—Board of Governors, International Monetary Fund
—Board of Governors, International Bank for Reconstruction and Development
—Board of Governors, Inter-American Development Bank
—Joint U.S.-Japan Committee on Trade and Economic Affairs
—Advisory Council on Japan-U.S. Economic Relations
—Joint U.S.-Canadian Committees on Trade and Economic Affairs

Daniel M. Searby is Senior Vice President-International Finance, Triad-American Capital Management, Inc. He joined the Saudi Arabian-owned Triad Group in mid-1974, and has been working with Arab governments and financial institutions on a variety of new Triad enterprises in the Middle East.

Mr. Searby's career includes extensive service in both government and industry. As Director of Finance, Latin America, Overseas Private Investment Corporation, he made long-term hard loans to new private enterprise projects, and advised companies starting new operations in Latin America. He also served as Deputy Assistant Secretary of State, heading the program which represents U.S. business interests abroad. This included direction of the export expansion program and the more than 700 commercial officers located overseas in Embassies and Consulates. He led the U.S. delegation to various international conferences including the Vienna Diplomatic Coference (May, 1973), the Nairobi Satellite Conference (July, 1973) and the World Intellectual Property Organization Conference in Geneva (November, 1973). He was elected Executive Director of the Paris Union. Among the international agreements he negotiated is the Trade Mark Registration Treaty now before the U.S. Senate for ratification.

Prior to entering government service, Mr. Searby was with Proctor and Gamble where he played a key role in the development and national marketing of various well-known consumer products. As Group Brand Manager in Proctor and Gamble International, he had full profit responsibility for various products in the company's Venezuelan subsidiary.

Benjamin Weiner is President of Probe International, Inc., a Stamford, Connecticut research firm specializing in international political-economic analyses on behalf of U.S. corporate clients. He also is publisher of the **Directory of Foreign Direct Investment in the United States.**

Mr. Weiner lectures widely on the impact of political developments on U.S. business abroad and has written for many publications, including the **New York Times** and **Handelsblatt.**

He also has chaired numerous corporate seminars on topics such as the problems of terrorism and U.S. business and the problems to be faced by U.S. business in the Far East in the aftermath of Vietnam.

Mr. Weiner served in the U.S. Diplomatic Service for several years with assignments in the Far East, Europe and Washington, and with special missions to the United Nations, the Middle East, Africa, and Latin America.

Consulting Sessions

- During the Conference, delegates will be able to make appointments with experts for in depth discussions on a wide variety of subjects.
- Representatives of several U. S. Government Departments, as well as independent offices, agencies, and establishments will be present for consultations.
- An exhibition area will be available.

7:30 p.m. **Concluding Address: "Economic Interdependence—The United States and the World Economy"**—ELLIOT L. RICHARDSON, Secretary of Commerce of the United States

Elliot L. Richardson is Secretary of Commerce of the United States. As Secretary, Mr. Richardson is also the Chairman of the Energy Resources Council, which is charged with developing national energy policies designed to make America less dependent on foreign fuel sources and mineral supplies.

Mr. Richardson has also served as Ambassador to Great Britain, Attorney General, Secretary of Defense, Secretary of Health, Education and Welfare, and Under-Secretary of State.

He has been a law clerk for Supreme Court Justice Felix Frankfurter, and is the author of numerous articles on law and public policy. Mr. Richardson was also a Fellow of the Woodrow Wilson International Center for Scholars in Washington, D.C.

The Great Hall of the Apparel Mart
in the
Dallas Market Center
hosted by
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The Cooperating Organizations

- American Graduate School of International Management
- Arizona World Trade Association
- Arkansas Exporters Roundtable
- Arkansas Industrial Commission
- Belgian-American Chamber of Commerce in the U.S.
- Consular Corps of Dallas
- Dallas Chamber of Commerce
- Dallas Council on World Affairs
- Economic Development Council of New Orleans
- Export Import Club of Fort Worth
- Federal Energy Administration Region VI, Dallas
- In Canada, Financial Post Conferences
- FINANCIAL TREND—The Newsweekly of Southwestern Industry and Investments
- Fort Worth Chamber of Commerce
- Houston World Trade Association
- International Trade Association of Dallas
- New Mexico Department of Development, International Division
- North Texas Commission
- Oklahoma Chamber of Commerce
- Regional Export Council
- U.S. Department of Commerce—Central Regional Office
- Texas Industrial Commission

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Paul Mason
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Earle Mayfield
Attorney

W. C. McCord
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C. P. Palmer
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W. W. Roodhouse
Senior Advisor
Collins Radio Group, Rockwell International

Richard R. Rubottom, Jr.
Former Assistant Secretary of State
For Inter-American Affairs
Political Science Department
Southern Methodist University

Wade B. Salisbury
Partner-in Charge
Price Waterhouse & Co.

William Schilling
Managing Partner
Peat, Marwick, Mitchell & Co.

Rex A. Sebastian
Senior Vice President—Operations
Dresser Industries, Inc.

Mark Shepherd, Jr.
President
Texas Instruments, Inc.

John Shoaf
U. S. Department of Commerce
Domestic and International
Business Administration

James Spellings
Executive Vice President
First National Bank of Dallas

P. W. Stade, Jr.
Manager, Planning & Control
Atlantic Richfield Company
North American Producing Division

Robert H. Stewart, III
Chairman of the Board
First International Bancshares, Inc.

C. Carmon Stiles
Regional Director
U. S. Department of Commerce

Charles Tandy
Chairman of the Board
Tandy Corporation

Paul Thayer
Chairman of the Board & Chief Executive
Officer
The LTV Corporation

Donald G. Thomson
Chairman of the Executive Committee
University Computing Company

Gerald P. Thurmond
Administrative Vice President
Gulf Oil Company—U.S.

Edward O. Vetter
Investments

William Voris
President
American Graduate School of International
Management

Lee Walton
Director
McKinsey & Co.

James Willborn
Director, International Operations
E-Systems

Adrian Williamson, Jr.
Director
Arkansas Exporters Roundtable

John Wisenbaker
President
Core Laboratories

David Witts
Attorneys & Trade Counselors

Warren G. Woodward
Vice President—Southern Division
American Airlines

Toddie Lee Wynne, Jr.
President
American Liberty Oil Company

Ralph Young
Vice President
International Trade Development
Dallas Market Center Company

Morris B. Zale
Chairman of the Executive Committee
Zale Corporation

Dr. James H. Zumberge
President
Southern Methodist University

The Institute of Real Estate
School of Business Administration
Southern Methodist University

in cooperation with

The North Texas Chapter #17
of the
American Institute of
Real Estate Appraisers

and

The Division of Seminars of the
American Institute of
Real Estate Appraisers

Is Sponsoring a Two Day Seminar
September 17 and 18, 1976

Real Estate Feasibility Analysis for the Appraiser

Conducted by James E. Graaskamp, Ph.D., CRE
at the Umphrey Lee Student Center at SMU

Real Estate Feasibility Analysis for the Appraiser

Friday, September 17

8:30 Registration—SMU Student Center

8:00 Defining the Feasibility Assignment

- Identifying real estate problems and opportunities
- Relationship of feasibility analysis to appraisal
- Client's and consultant's conception of problem

12:00 Luncheon—SMU Student Center

1:00 The Basic Case—A Site in Search of A Market

- Generalist versus specialist
- Elements of site analysis
- Static and legal attributes; impact on cost, price, and market
- Linkage, dynamic, and environmental attributes
- Identification of alternative uses

Preliminary Test of Economic Feasibility

- Capital outlay approach to pricing
- Test of value as a budget
- Definition of space-time unit as common denominator
- Debt service impact on effective gross

Feasibility Analysis as an Exercise in Risk Management

- Definitions of risk management
- Indices of risk tolerance
- Rate of return concepts

Saturday, September 18

9:00 Market Revenue Model Workshop

- Concept of market révenue model
- Establishing revenues, expenses, and capital structure
- Significance of a default ratio
- Determination of total justified investment
- Testing market input vs. market reality

Real Estate Market Analysis

- Three differing functions of a model
- Organizing to exclude secondary data

12:00 Luncheon—SMU Student Center

1:00 Selecting Market Targets

- Monopoly—essence of free enterprise merchandise research
- Constructing a marketing program
- Segmentation and the essential nature of an enterprise
- Generalized format of merchandising report summary

Structuring the Feasibility Report

- Report format components
- Executive summary
- Statement of limiting conditions

Coffee breaks at 10:15 a.m. and 2:30 p.m.

Mail Registration to:
Seminar on Real Estate Feasibility Analysis
School of Business Administration
Southern Methodist University
Dallas, Texas 75275

REGISTRATION INFORMATION

Real Estate Feasibility Analysis
For the Appraiser

Last Name	First Name	Phone
Organization		Position
Mailing Address		
City	State	Zip Code

Registration Fee: $100

Fee includes coffee breaks and two luncheons.

Make checks payable to:
School of Business Administration
Southern Methodist University

Please send registration form in by September 6, 1976

Hotel Reservations may be made direct:
Hilton Inn
5600 N. Central Expressway
Dallas, Texas 75206
214/827-4100

ABOUT THE INSTRUCTOR

James A. Graaskamp, Ph.D., CRE
Urban Land Economist and
Associate Professor in Business
University of Wisconsin

EDUCATION

University of Wisconsin, Madison, Ph.D. (1964) Urban Land Economics and Risk Management; Marquette University, Milwaukee, Wisconsin, M.B.A. (1957) Finance major; Rollins College, Winter Park, Florida, A.B. (1955) English major

ACADEMIC HONORS

University of Wisconsin Fellow, Omicron Delta Kappa, Beta Gamma Sigma, William Henry Kiekhofer Teaching Award (1966); Director—American Real Estate & Urban Economics Association

UNIVERSITY TEACHING SPECIALTIES

Urban Land Economics, Undergraduate and Graduate appraisal theory and methods courses, Real Estate Investment and Finance. Real Estate Marketing Research, Property Development, and Property and Liability Insurance, Principles of Risk Management.

RESEARCH INTERESTS

Development of a variety of after-tax cash flow investment simulation models for real estate; research of innovative tax assessment techniques of feasibility analysis.

EXPERIENCE IN PRIVATE INDUSTRY

Co-founder of general contracting firm in Madison, a land development firm in Madison, and a farm investment corporation. Work includes investment counseling insurance companies and banks in Wisconsin, court testimony for state, and projects for various Wisconsin municipalities as well as private investors. Designer and Instructor of EDUCARE program.

PROFESSIONAL DESIGNATIONS

Society of Real Estate Appraisers—SRPA; American Society of Real Estate Counselors—CRE; College of Property Underwriters—CPCU, American Risk & Insurance Association, Inc.

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THE ROLE OF BUSINESSMEN AND WOMEN IN PUBLIC SERVICE

Alan W. Steelman
Member of Congress

Address to
Graduating Class
MASTER OF BUSINESS ADMINISTRATION
SCHOOL OF BUSINESS ADMINISTRATION
SOUTHERN METHODIST UNIVERSITY

August 17, 1973
Dallas, Texas

THE ROLE OF YOUNG BUSINESSMEN AND WOMEN IN PUBLIC SERVICE

I want to discuss an area of emerging national importance: the evolving relationship of business to public problems.

The trend in business today is away from the traditional "profits—first, last and always" school of thought to a spirit of cooperation and mutual involvement. However, the attraction of young businessmen and women to public problems and their solutions may come under increasing question due to that collection of government sins that now flies under the flag of the name Watergate.

You will recall, Mr. Gordon Strachan, a former White House aide, when asked by Senator Montoya what his advice to young people thinking of entering public service would be, he replied, "my advice Senator, would be to stay away."

So that is the question here today. Should you stay away or should you make your own personal committment to helping solve public problems while pursuing your own business career.

A very few years ago a speech on the role of young businessmen and women in public service might well have focused on a purely negative exhortation to "keep an eye on government" and try to insure that it would interfere with business as little as possible. Today, of course, we know that our world has become much too complex for such a simple attitude to persist. The interests and responsibilities of government and business are inextricably interwoven at all levels, and the times are such that the successful operation of both requires that both work together in partnership to meet the needs of each, and of the nation.

Business looks to government for the maintenance of the social and economic stability necessary to favorable business conditions, for the preservation of the currency necessary to promote healthy foreign trade patterns, and for the collection, analysis, and dissemination of economic statistics needed by management for intelligent planning. Businessmen also have learned to make use of the specialized expertise of a whole range of such government agencies as the Small Business Administration, The Bureau of Domestic Commerce, and the Bureau of International Commerce to help them find their way in the complex business world of today.

In turn, government must rely on business as a source of a wide range of skills and resources which are indispensable in the daily struggle to make our society a better and more rewarding place to live. Business can offer government: (1) a great capacity for innovation and fresh thinking; (2) an ability to mobilize and inspire the national spirit; (3) a capacity for hardheaded evaluation, reassessment, and changes of objectives and policies when needed; and (4) an informal network of communications and associations which can draw together a combination of resources tailored to each problem's unique need.

If you in business want to promote the improvements America needs, and you wish to have a voice in the decision-making process, from now on you must work actively to develop a close liaison with government officials at all levels and keep your point of view constantly before them—just as labor and other segments of society are doing. Few activities carried on by business have greater potential possibilities for service to the public than those involving relations with government officials . . . local, State, and national. Hastily conceived and perhaps unwise laws, ordinances and regulations can so completely demoralize an industry or profession as to render it inoperable and its service to society greatly diminished.

There are many ways for business to develop a productive cooperation with government. Perhaps the most valuable avenue for cooperation is for business to be an information source to government officials.

Well thought-out laws, regulations and administrative rulings, made in the public interest, often stimulate growth and a healthy climate for service to society by any industry or profession. Unfortunately, too many business interests are unaware of the fact that local, State and national officials, especially members of legislative bodies, have little or no working knowledge of any given industry or profession, since it is an impossibility for a legislator to be an expert on all of the innumerable subjects covered by pending legislation.

Perhaps it should be noted again that State and local legislative bodies are also in need of government-business cooperation. Many of the problems which Americans are presently attempting to solve will have to be dealt with at the state and local levels. If good legislation or administrative rulings are to be promulgated, or bad ones defeated, accurate information —all facts carefully and fully interpreted—must be made known to those who make the laws or act upon them.

Admittedly, certain fields of business more readily lend themselves to being information sources than others, especially businesses which can provide cost-benefit analysis, interpretations of the domestic economic scene and the international monetary situation, etc. However, there are many businesses, both large and small, which have not maintained close relations with the governmental process yet offer valuable information sources which could prove very helpful to members of Congress and state and local governments at the same time. This would serve to provide a means of achieving closer communication between business and government.

In addition to supplying information for the formulation of legislation, business can also aid the Congressman in the interpretation of the effects of pending legislation.

A businessman, because he has greater familiarity with his own industry or community can be a great help in assessing the effects certain legislation might have on them. In this area the influence of the businessman will be especially strong if he is not asking for special treatment or special favors.

Another pointer for businessmen who are interested in improving communication with their Congressman is to remember that you will usually be better received by members of Congress when you state positively what you are for rather than citing only complaints. In addition, it is essential to make the effort to call on a Congressman while a bill is in the formative stages, when changes can be considered. Waiting until the last minute and then trying to summon a Congressman off the House or Senate floor to talk just before the final vote is not the most productive approach.

Parallel with the increasing awareness of business and government of their need for each other has been an increasing awareness and acceptance of social responsibility by business leaders. The modern businessman recognizes 1) that social problems are too big and critical to be left to government alone, 2) that unsolved social problems adversely affect his ability to function as a businessman, and, 3) that the modern Corporation, with its trained management and vast human and technological resources, is in a strong position to influence its surroundings for good or ill.

America has experienced extraordinary social, political, and economic changes which brought about the desire and the need on the part of business interests to assume a public role unimagined not so long ago. A whole new set of attitudes appear to be forming in America about the proper roles of government and business in our society, and the methods by which business interests will have to face the many pressing problems which directly affect the future of our free market economy.

The first social responsibility is to make a profit, for a bankrupt or struggling business can make little contribution to the solution of social problems. However, our large urban centers of population, which have always been relied upon to serve as the nucleus of economic and social activity, are in a state of distressing deterioration. We have also been rudely awakened to the effects caused by many years of misuse of our environment. After years of procrastination and neglect on the part of both government and business, we realize now that we must face the consequences and act to save the environment for present and future generations.

Moreover, we realize that it is in the national interest that we make every effort to bring impoverished Americans into the mainstream of our nation's economic life. Quite clearly the many unmet needs of our nation's poor will place unprecedented demands on our nation's economic resources for many years to come.

The American educational system at all levels is facing many social pressures and movements which are calling for a reexamination of the educational process in hopes of attaining a more responsive and flexible system.

Furthermore, the consumer has begun to demand widespread protection in his purchases of goods and services. Business, as well as government, is being asked to insure and enforce the objectives of this movement. "Consumerism" has become a powerful force in the market place which cannot be overlooked or underrated by business or government.

Rising social awareness has resulted in businessmen increasingly attempting projects which will improve the social situation around them. Sometimes these toke the form of potentially profitable new lines of business, os in the tremendous development of anti-pollution devices and techniques in recent years. Where, through size or complexity, the problems do not lend themselves to purely privote solutions, government help is sometimes ovoilable in the form of subsidies or tax incentives. This is one way in which society con make use of the initiative and knowhow of business to tockle problems such as welfare and unemployment which ore basically public concerns but in which government has not had an overly successful record.

However, the most exciting development in this area is the discovery of many componies thot social awareness is consistent both with good citizenship and good business practice. As the concept of the social accountability of business has become both less startling and less public relations oriented, the approach which seems to be goining acceptance among many componies is thot of adding "social accounting" to their normal internal operating procedures, rather than taking on new projects outside their normal interests in the nome of charity or public relations. For instonce: More and more companies are "formalizing programs that develop lists of minority suppliers thot can bid on business competitively." Such procedures obviously involve spending a lot of time in counseling and seeking out possibilities, but the company which succeeds can expect to reap benefits in its regular business operations as well as in improved community relations.

As you move into the business world you will find many opportunities to serve the public while doing your job, provided you are always alert to the extent of and willing to look for ways of improving the social impact of every aspect of your company's business.

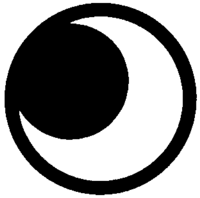
Finally, while approving and promoting good relations and mutual help between business and government, we should never lase sight of the necessary limits of the relationship. Private persons can pursue their gools to the extent and with the vigor the law and their consciences allow, but the person in public life, no motter how lofty and dearly held his beliefs, must always give his first ollegience to the preservation of the constitutional process. Forgetfulness of this first duty leads to the sort of crisis in confidence we are now experiencing. The answer to this crisis is not to take Mr. Strachan's advice to "stay away" from work with the government, but to redouble efforts to increase communicotion with government, while using all available means of communication to make clear to government at all levels that as citizens and businessmen you desire honesty and openness in government.

Good luck and you have my best wishes, and my pledge to always do what I can to assist the development of this partnership thot I've described. You will personally profit by this public commitment if you will make it, I will profit as a legislator and ultimately the American people will.

the school

Innovation is the prime hallmark of the SMU School of Business Administration — innovation in management education and in research and development of management practice.

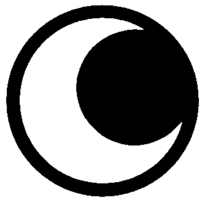
The School has created a three dimensional organization which has strengthened the teaching-learning process. The three dimensions are represented by the symbol of the School of Business, illustrating the educational interrelationships which are vital to the students.



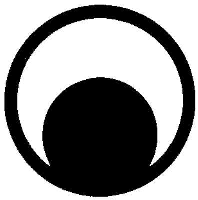
subject area

SUBJECT AREA is the first dimension, incorporating knowledge organization for learning and implementation of teaching programs. As business practices change, subject areas are constantly revised.

RESEARCH AND DEVELOPMENT CENTERS comprise the second dimension, an area which finds students and faculty working together to investigate basic problems of management. Emphasis in this area is basic for discovering relevant knowledge about business.



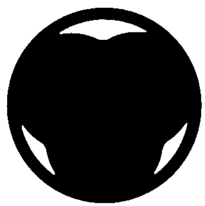
research



institutes

The third dimension of the school is INSTITUTES. Through short courses, seminars, programmed instruction, and publications, the Institutes provide the latest information on management practice.

These, then, are the three dimensions of the SMU School of Business, interlocking within a framework of future-oriented educational opportunity for the development of business leaders. The SMU School of Business Administration focuses on individualized instruction, developing entrepreneurial ability and leadership, and discovering and distributing relevant knowledge about business.



School of Business Administration
Southern Methodist University
Dallas, TX 75275

THE SCHOOL

**SOUTHERN METHODIST UNIVERSITY
SCHOOL OF BUSINESS
ADMINISTRATION**

OUR PURPOSE

The SMU School of Business is dedicated to creation of an *outstanding business school* that provides . . .

> *"practical management training for effective business leadership in a free enterprise system."*

The focus will be on (1) **learning by doing** and (2) **individualized learning** accomplished within a **carefully managed educational system.**

Our business — developing people for practical business leadership — will be accomplished by overcoming some of the shortcomings in present business schools and creating new approaches to business education. Currently, in most business schools, technicians — not leaders and entrepreneurs — are being turned out . . . turned out by programs designed largely by and for the faculty — not for the end users — students and business itself.

In designing the plan for the SMU Business School we went to the market, to businessmen, and asked what they wanted . . . what did they expect a student to be able to *do* so that they might say the XYZ Business School is doing an outstanding job. Their candid responses supported our beliefs — most business schools are not preparing the kinds of students that are needed.

Specifically, the following key ingredients were too often missing —

. . . ability to take action

. . . skill in communication, verbally and in writing

. . . sense of responsibility followed by task closure

. . . emphasis on problem identification and implementation of solution

. . . ability to effectively work with and motivate people

. . . ability to set and achieve personal goals through planned action

. . . practical business orientation.

Many schools, using traditional techniques, teach basic disciplines; they use scientific analysis — teach by the case method — approach subjects in an institutional, descriptive way. Our approach — *individualized action learning* — is not taught, but is learned by working on *live* business problems with implementation responsibilities. It is highly *innovative, practical* and *individualistic*.

In summary, our purpose is to create a unique business school that will develop individuals with . . .

JUDGMENT — INITIATIVE
— LEADERSHIP —
COMMUNICATION SKILLS
— ENTREPRENEURSHIP —
PRACTICALITY — and
ACTION ORIENTATION,
. . . who have basic
business knowledge,
. . . and will provide
EFFECTIVE BUSINESS
LEADERSHIP . . . in a
Free Enterprise System.

OUR PLAN

Months of planning — talking — sharing — starting over — changing — exploring — detailing. The result — a comprehensive plan for a great business school. This plan was funded by the Perot Foundation and was done over a six-month period.

The plan is framed in a pyramid structure —

1 goal
9 objectives
33 strategies
42 tactical action projects

Our goal: to create the outstanding business school in the world.

These objectives are fundamental to the "new" business school:

1. **Individualized Action Learning.** To provide multi-option learning opportunities for present and prospective managers so they will be action-oriented, self-motivated and independent learners for all their lives . . .
2. **Performance Oriented System.** To be an educational organization managed so that excellence, innovation, and excitement are encouraged and where performance and results are measured and rewarded. . .
3. **Research.** To develop new knowledge, skills, and attitudes needed by successful business managers . . .
4. **Educational Leader.** To be a leader in the development of educational facilities, educational technology and learning programs that are flexible, accessible, and adaptable. . .
5. **Open System.** To provide learning opportunities for anyone interested in business management regardless of financial position, age, sex, race or prior formal education. . .
6. **Financial Soundness.** To operate the school so that within 10 years the school is on a sound financial basis, not dependent on annual contributions . . .
7. **Work, Leisure, Education Interwoven.** To alter patterns of education, work and leisure so that education is not a disjoint, singular, unpleasant experience apart from personal or professional life. . .
8. **Practical Management Training.** To create closer links between the school and the practice of business and to extend management techniques and training to other sectors of society. . .
9. **Personal Growth.** To provide learning opportunities which encourage personal growth and development in learning and management skills.

While our goal and objectives show us *where* we want to go, strategies tell us *what* . . . what approach we should take to get there. A number of strategies support each objective. Strategies bridge the gap from objectives to tactics.

Tactical Action Projects are the flesh and detail of our plan. In these specific, written designs, called TAPS, are the required action steps, time tables, budgets, manpower needs, coordination points, and reporting/control elements to make it happen.

Presently the TAPS number 42 . . . among them . . .

Faculty Recruiting — Search for and bring to SMU a group of nationally recognized faculty for subject areas, R&D Centers, and Institutes.

Student Recruiting — initiate a student recruiting program on a large scale basis.

Computerized Educational Management Systems — design a system that helps in the selection of students, provides data while the student is at SMU, and after he leaves SMU . . . also provides financial and administrative data.

Life Planning Center — create a center for life long planning of educational needs for students, faculty, and managers who can come to the "clinic" for a diagnosis of their educational needs and prescriptions for learning.

Instructional Technology — provide software and hardware that utilizes the best man-machine mix for learning.

Action Learning Curriculum — create a curriculum that utilizes action oriented learning projects.

3-D Organizational Structure — create renewing mechanisms to insure vitality of a 3-D organization.

Creativity Programs — develop programs to increase creative productivity of faculty and students.

Institute of Entrepreneurship — create programs which focus on the development of entrepreneurship and entrepreneurs.

Multinational Management Program — design programs for involvement of students and faculty in international dimensions of management.

Financial Aid Program — create new student financial assistance programs so that students will not be denied access to SMU for lack of funds.

O-S-T System — adapt a planning and control system (O-S-T) to help manage the school.

Performance Measures — create measures of performance and incentives for the entire school.

Financial Plan — plan for the short and long-range sources of funds for the school.

Building — design, fund and build a new building for the school.

Marketing Strategy — create new programs to market the school, locally and nationally.

Women in Business — plan programs to encourage and assist women in preparing for business careers.

OUR PROGRESS

One of our objectives is to be a performance oriented system . . . perhaps the best way to view progress is to check performance being achieved on a number of the more important TAPs.

Faculty Recruiting . . . new, aggressive faculty have already been brought to the school . . . more are being recruited. Search is underway to fill two endowed Chairs — in Marketing and in Finance.

Student Recruiting . . . Outstanding MBA graduates are being turned out in our program. New MBA candidates are actively being recruited on a national scale, limited only by faculty size, in turn limited by funding. A full time recruiter (himself a recent MBA graduate) is providing initiative in this area.

Computerized Educational Management System . . . automated student records are a recent reality in our undergraduate program and will soon be in effect for our MBA program. This will grow to provide predictive data for faculty scheduling and curricula design.

Life Planning Center (LPC) . . . the LPC has been in effect since September 1972 and now has a staff of five. It will expand in the next year as it significantly touches the lives of more and more students and graduates.

Instructional Technology . . . financial and accounting audiovisual modules are nearing completion — 16 modules in all. This will provide individual self-paced learning opportunities for introductory courses in these areas.

Action Learning Curriculum . . . the Business Clinic, in operation for 15 months, has worked on live business problems with more than 40 business clients. Four-man student teams serve as consultants and identify and solve client problems in real time — with real people — with real dollars. More than 40 real estate students and 13 finance students are currently in intern programs . . . working for credit and pay with local real estate and banking organizations.

Institute of Entrepreneurship . . . the Caruth Institute of Owner-Managed Business offers two avenues for this type of development — a triad of courses in which students develop business plans, marketing plans, and the operating policies for a new, real, business — and the Active Entrepreneur Seminar, in which successful entrepreneurs present their own stories to student/businessmen audiences for critique and study.

Performance Measures . . . all SBA personnel operate in a performance oriented environment. Faculty and staff prepare — and live by — annually reviewed activity plans, in which objectives are clearly stated. Rewards are directly tied to realized performance against these stated objectives.

Marketing Strategy . . . plans are laid to raise funds, attract participants, enhance the SBA image. These are being implemented in publications, presentations, recruiting, campaigns.

Women in Business . . . This program was initiated in November, 1972. A full-time director is implementing the initial steps of this project, primarily in the areas of recruiting and counseling.

There is a great deal of progress in other areas . . . areas such as faculty scheduling, orientation programs, faculty development, financial aid, multinational management, financial planning, joint degree programs, applications, research and subject areas.

This, then, is our direction and our distance along that path. Our goal is ambitious — continued implementation of our plan and adequate financial support will make SMU . . . the outstanding business school in the world.

CARUTH

Institute of Owner-Managed Business

THE MANY FACES OF TODAY'S ENTREPRENEUR

SCHOOL OF BUSINESS ADMINISTRATION
SOUTHERN METHODIST UNIVERSITY
DALLAS, TEXAS 75275
214/692-3326

THE ENTREPRENEURIAL EXPERIENCE

The Entrepreneurial Experience

This collection of courses and seminars is designed by entrepreneurs for entrepreneurs. A characteristic of entrepreneurs is their never ending sense of urgency. Another is their tendency to be a generalist rather than a specialist. These programs recognize these characteristics. The aspiring entrepreneur, small business manager or department manager in a large company, will benefit from these programs. They may be taken in any sequence, simultaneously or sequentially, and whether one, several or all are needed is up to the participant. Only he knows when he feels ready to walk alone and when he has gotten enough training for his particular needs.

There is a design to the program, however, and for those who wish to start from A and go to Z, it is recommended that the courses be taken sequentially and the seminars be taken in parallel with the courses. Qualifying a Business Idea, Planning the New Business and the Distinguished Entrepreneur Seminar may be taken in the fall. Founding and Funding the New Business and the Active Entrepreneur Seminar may be taken in the spring. Managing the New Business and the Young Entrepreneur Seminar may be taken in the summer. Candidates for the Master of Business Administration degree at Southern Methodist University may receive three credit hours for each of the courses and seminars. Most participants are from the business community and receive a course completion certificate without credit.

The Vail Seminar, Investing in the Entrepreneur, is a pleasant interlude in a year of study, a place to see and hear the investor's viewpoint and an opportunity to meet some of the country's most outstanding venture capitalists in a setting where business and the telephone don't interfere with getting acquainted. Classes are scheduled in the early morning and late afternoon so as to permit those who like to ski ample time to take advantage of some of the world's best snow.

COURSES

***Courses** are offered on **Wednesday** and **Thursday** Evenings*

Qualifying a Business Idea

Undergraduate	CISB 5396	three credits
Graduate	CISB 6393	three credits

non-degree candidates receive
Certificate of Completion

There are literally more business ideas available than any one person can hope to utilize. The problem for the aspiring entrepreneur is to pick one of interest to him and then develop a business concept around that idea. A business concept describes how the product or service will be sold; to whom, at what price and in what quantities. It includes a clear description of how the sale will be made: through distributors, retailers, door-to-door, mail order or direct sales.

The concept includes studies of whether the sales can be made at a price providing a reasonable margin of earnings to the business owners. Packaging, promotion, commission costs and the miscellaneous expenses of making the sale are included.

The development of a sales forecast is crucial to the planning of any business. If the sales forecast were known in advance, all costs of a business could be forecast based on knowledge of how the product or service is made and how sales will be generated. This is true only if there is no research and development, since these involve a task never done before. Excluding research and development, the sales forecast is the only unknown quantity in the planning of a business.

This course places the burden of qualifying a business idea on the shoulders of the entrepreneur. Guidance through lectures and an introduction to the concept at the Economic Experience Curve will be provided, but each participant will work on his own idea with individual guidance from the Caruth Institute staff.

Planning the New Business

Undergraduate	CISB 5397	three credits
Graduate	CISB 6397	three credits

non-degree candidates receive
Certificate of Completion

Planning is essential to success in business in the decade of the seventies. All large companies do extensive planning, most small businesses do not. Planning, that is, forecasting in the language of Income Statements and their corresponding Cash Flow Forecasts, provides the means to try out a proposed course of action in several ways and choose the best course without having spent any money except for paper, pencil and the entrepreneur's time.

A Plan, properly proposed, includes the Salary and Wage Administration policy, the Chart of Accounts, the Purchasing Schedule, Capital Equipment Schedule, Hiring Schedule, Floor Space Requirements, Sales Quotas, Budgets, the Fringe Benefit Program and the entire Policy and Procedure Manual for the business. It demonstrates the influence of Accounts Receivable aging and the effects of terms of sale and terms of purchase for supplies. It is the method for calculating the capital required by the business.

The greatest virtue of the Plan is the entrepreneur's experience in preparing the Income Statement Forecast and the corresponding Cash Flow Forecast with a Balance Sheet. He or she, may never again go through this exercise, but having done it once, he can relate the actual activity in his business to those pages of hieroglyphics prepared by the accountant. He can communicate with his accountant about the financial reports.

Each participant works on his Plan for his business. There are no prerequisites other than a desire to start or operate a small business.

Founding and Funding the New Business

Undergraduate	CISB 5398	three credits
Graduate	CISB 6398	three credits

non-degree candidates receive
Certificate of Completion

Raising capital for a new or small business is one of the entrepreneur's most difficult tasks. It is an area of activity poorly understood by almost everyone. The lawyer's best advice is confusing and the hearsay guidelines, such as, "if you only have thirty-five stockholders you're home free," can put you in violation of the state and federal Securities Laws. In truth, there are no reasonable guidelines to assure avoiding difficulty with the securities agencies. Honesty, integrity and a sincere effort to satisfy the regulations is the best course of action.

There are many ways to structure a particular financing and many instruments of equity representing ownership in the business. The combinations of legal entity and security documents representing ownership should be chosen to satisfy the needs of the business, the entrepreneur and the investor. Examples of these and illustrations of reasonable financial structures will be presented.

It is naive to discuss the implications of the securities regulations without understanding the affects of the Internal Revenue regulations. Likewise, planning a business without some knowledge of the many other regulatory agencies of government and how they can affect the business leaves the business open to unexpected trouble despite the best intentions. This course introduces some of the aspects of FTC, OSHA, Labor Department, and other agencies with respect to the small business. Guest lecturers, experts in the various regulatory fields, present a major portion of this information.

Managing the New or Small Business

Undergraduate	CISB 5399	three credits
Graduate	CISB 6399	three credits

non-degree candidates receive
Certificate of Completion

A business is a group of people working together to satisfy their own individual needs, goals and aspirations. The group includes the customers, suppliers, landlord, banker, lawyers, auditors, the children of the employees and everyone who has any transaction with the management and employees of the business as well as the people on the payroll, the stockholders and directors. Managing the business means helping and guiding all of these people in such a way as to satisfy the needs, goals and aspirations of each of them in the context of working together.

Nearly all of the working together consists of transactions which in some way involve an exchange of one good or service for another. The value of the things exchanged is measured in whatever monetary medium of exchange the group agrees to accept. The score is kept by recording each transaction on a little piece of paper. The diligent collection and tabulation of these little pieces of paper is crucial to providing managers with the information they need to guide the business.

This course involves discussion and examination of the people interactions and the paper flow necessary to successful management, especially in the new or small business. One objective is an appreciation of the administration function. The major objective is an appreciation for the people problems in business.

SEMINARS

***Seminars** are offered on **Tuesday** Evenings*

Distinguished Entrepreneur Seminar

Graduate	CISB 6394	three credits

non-degree candidates receive
Certificate of Completion

Entrepreneurial behavior depends as much upon self-perception and role models as upon innate personality characteristics. There are many individuals with the latent desire to start and operate a business. Of these, many have the basic personality traits and some of the training and experience needed. Too often, these people lack the self-confidence to give it a try because they have not had the opportunity to meet and get to know individuals who have tried and succeeded. The seminar series is designed to provide inspiration, motivation and self-confidence as well as learning which, it is hoped, will permit the aspiring entrepreneur to make a conscious and knowledgeable decision whether he or she really wants to start their own business.

Eight outstanding successful entrepreneurs speak on successive Tuesday evenings during the fall. They tell how they did it. After a coffee break, there is a question and answer session. The entire program is off-the-record; no press coverage, no financial analysts and no tape recorders. The presentations have been extremely candid.

Student teams study at least one entrepreneur in depth, interview his staff, forecast his financial performance for the next three years, identify his three most important financial problems and suggest to him their solution to these problems. Some of the past speakers have included Morris Zale, Herman Lay, Bill Clements, Will Caruth, James Ling, Mildren Montgomery, Milledge Hart, Frank Cuellar, Ebby Halliday and Ira Corn.

Active Entrepreneur Seminar

Graduate	CISB 6395	three credits

non-degree candidates receive
Certificate of Completion

The life of an entrepreneur is exciting, active, challenging and rewarding. It generally involves overcoming new and different problems each business day. Problems are not isolated into subject areas such as accounting or marketing, but involve all the functions of business in their interrelated and often entangled context. The entrepreneur is the captain of the ship. His activities involve guiding all of the facets of business while maintaining the speed and direction.

Active entrepreneur speakers are in the midst of their careers. They are builders, busy in the turmoil and excitement of the organization, physically and mentally active. They can describe vividly the first few years of their business with the problems of people, finance, marketing, gaining credibility and image. They tell the seminar participants how they did it and what it's like.

Eight outstanding active entrepreneurs speak on successive Tuesday evenings during the spring. They tell their stories. After a coffee break there is a very candid, off-the-record question and answer session. Student teams study at least one entrepreneur in depth. Financial forecasts for the speakers are prepared and students compare the speakers with each other and with themselves to shed light on the students' probable success as entrepreneurs. Some of the past speakers have included Ronald Gue, Roy Erickson, Sam Wyly, F. J. Dyke, Robert Coit, and E. F. Heizer.

Young Entrepreneur Seminar

Graduate	CISB 6396	three credits

non-degree candidates receive
Certificate of Completion

Successful entrepreneurs are of all ages, colors and creeds. Young entrepreneurs are especially interesting since both young people and those they deal with are skeptical about their ability, their acceptance and their credibility. Surprisingly, young entrepreneurs who have the benefit of education and a broad perception of the world in which they operate build their businesses faster, grow more rapidly and distribute their goods and services more broadly than their predecessors among the Distinguished Speakers.

The inspiration and motivation provided by these young entrepreneurs has an added benefit. The average age of the participants in the Caruth Institute programs is thirty seven years. These speakers are younger than most of the audience. Indecision on the part of participants is difficult after studying at least one of these young entrepreneurs. Self examination is encouraged in light of the young speaker's career and a conscious decision to be or not to be an entrepreneur is viewed in a more objective way.

Eight outstanding young entrepreneurs speak on successive Tuesday evenings during the summer. After a coffee break, there is a very candid, off-the-record question and answer session. Student teams study at least one speaker in depth and prepare a short paper on their own career plan in entrepreneurship. Some of the past speakers have included Kenneth Good, Ronald Steinhart, Thomas Waggoner, Walter Durham, Charles Terrell, and Max Christian.

Investing in the Entrepreneur

A National Seminar for Venture Capitalists

Starting a business, operating a business or expanding a business requires capital. For the small business, capital is available as debt or equity. Debt may be desirable to preserve ownership if the business can handle the financial burden. The preferred route is through equity capital from well informed and experienced professional venture capital institutions. The annual seminar in Vail, Colorado, attracts an international audience of these professional investors. This program has become an intellectual forum for the exchange of the latest information on developments and research in venture capital investing. It is also the only such forum which examines the venture capital firm itself as though it were one of its own investments. The principal topics revolve around the following concepts.

- The entrepreneur is on a career path. Observing others who have succeeded, it seems that his present position on his career path and the sequential steps he took to arrive there have a significant bearing on the investment decision.
- The personality profile of the successful entrepreneur or the composite profile of his team is well determined. The composite profile of the proposed management team should match that of entrepreneurs who have been successful.
- The business concept can be described as an Economic Experience Curve. It should be a unique curve. This permits the new business to gain a dominant market share in its particular segment of the total market.
- The entrepreneur, the man who will be boss, should describe his business for the next few years in month-by-month detailed financial forecasts of income statements and their corresponding cash flow statements, and balance sheets with copious substantiating footnotes.

Cover Story

There are approximately eleven million businesses

in the United States. Roughly five percent of them are big enough to have more than one hundred employees. Only a small number of these are big enough to have their securities traded on an Exchange or Over-the-Counter market. More than ten million businesses in this country are small businesses run by their owner-manager. About one in every twenty Americans is a practicing owner-manager. More than one in every ten adults in the United States has his or her own little business.

It is a paradox that so few people understand how business contributes to the economic freedom of our people. The general misunderstanding and distrust of business is all the more surprising when we consider that business under our free economic system is the source of our material abundance, our leisure industry and the time and resources to enjoy it. The educational system which makes our electorate the best informed and most intelligent in the world is paid for by business. Business is the source of all tax revenues.

A contributing factor to the general misunderstanding is the fact that a large proportion of the ten million small business owners themselves do not understand business. They thrive, or survive, in spite of inadequate understanding. Business schools have chosen to train students to work in big business, the half-million or so companies with the means to financially support the schools and employ their faculty as consultants. Scholars and commentators, seeing only these highly visible few, have concluded that these giants control business and that all business will be large business in the near future. They seem not to recognize that each year about 500,000 new businesses are started in America.

There is no source of training or preparation for the small business operator, except for a few small isolated programs. The lack of preparation and training is evident in the success rate of the new businesses. One study attributed to the U. S. Dept. of Commerce reports that of all new businesses started, one-third fail or disappear within the first year. One-half disappear within the first two years and two-thirds within the first three years.

The Caruth Institute of Owner-Managed Business was created to fill the need for encouragement, training and guidance to improve the probability of success for the ten million existing small business managers and the 500,000 new business operators emerging each year. The Institute is but a pebble in the ocean. The reception to its programs, however, by the local business community and aspiring entrepreneurs is evidence of its filling a strong need. The rapid spread of its reputation across the United States and Canada and its recognition by authorities in Europe is evidence that the entrepreneur is not a local phenomenon or one native to America. Even the Japanese are initiating and nurturing the entrepreneurial spirit in their homeland.

The Institute's program of courses and seminars is designed by and presented by entrepreneurs drawing on their own experience in the small business arena. The Institute recogizes that the many faces of entrepreneurs represent many backgrounds in cultural and educational preparation. Therefore, the material presented is in plain, commonly used language. There are no prerequisites except a desire to build something in the business world.

The accounting process is presented without the use of accounting words. The entrepreneur need not be an accountant, but he must know that he needs an accountant, know what the accountant can and cannot do for him and be able to visualize the accountant's reports in terms of people and things doing something. A similar approach is taken to marketing, finance, the influence of the regulatory agencies, to management and all other aspects of the small business.

Large companies consist of small parts. In many, their departments and divisions are like small businesses. The managers of departments seldom see the business as a whole. The administrative services provided to them usually preclude their fully realizing how they fit into the overall picture. The Institute has found that department managers who are exposed to its programs are better, more knowledgeable and more innovative managers for having had this experience.

Some large company officers, especially personnel and training officers, think of the Institute's programs as possibly encouraging their managers to leave the company and start their own businesses. This is not the case. The innate personality characteristics of the manager differ considerably from those of the entrepreneur. The manager's profile makes him satisfied in his manager role and having attended these courses and seminars he will become a better manager. The entrepreneur, by his psychological make-up, cannot tolerate the structure of a large organization and seldom becomes a good manager with or without exposure to this kind of training.

The Caruth Institute begins a new year with the Entrepreneurial Experience and the many faces of today's entrepreneur. Course and seminar participants include teenagers, college students and people from the business, financial, legal, medical, technical, sales and other working communities. In the past they have ranged from sixteen to sixty with an average age of thirty-seven. They are red, yellow, brown, black and white men and women. They share in common the desire to achieve their economic freedom by directing their own business enterprise.

Caruth Institute

Dr. John A. Welsh
DIRECTOR, CARUTH INSTITUTE

The Caruth Institute at SMU was established by W. W. Caruth, Jr. in order for people to learn by doing, the pleasures, the thrills, the excitement and the satisfaction of building your own business as well as the frustrations of management and the uncertainties of the marketplace; to learn that business consists of putting yourself in a position to be lucky; to learn to overome every obstacle by your wits and intelligence and to accept adversity as merely a learning experience.

The thrust of the Institute's direction is toward nurturing self-confidence, self-direction, innovation, and imagination. These characteristics are exemplified by the entrepreneur who, by his ingenuity, self-commitment, perseverance and stamina, has created his own enterprise. It is hoped that our students will emulate these outstanding businessmen and thus enjoy the full measure of success in business: the thrill and excitement of creating business, the satisfaction of providing employment and opportunities for others to satisfy their own aspirations, providing to others a sense of participation in the growth of a tangible business enterprise, and the financial rewards which permit the freedom and opportunity to help others enjoy a fuller measure of their life's work.

The Institute and its staff assist individuals with product or service ideas to create their own business. The assistance is provided through the offering of courses and seminars and the opportunity to meet and talk with successful entrepreneurs. Reading books or papers by or about entrepreneurs, or listening to tape recordings of them speaking does not provide the element of their personality conveyed by non-verbal communication. More than half of their story is told by their hands and their facial expressions. Entrepreneurs are men of action — open, responsive, candid, and very descriptive in their mannerisms. An essential part of The Entrepreneurial Experience is the opportunity to meet, to question and to talk with these dynamic individuals.

The Caruth Institute is not limited to students of the School of Business Administration. It desires to encourage the venturesome spirit of competitive free enterprise which has been the lifeblood of the development of the Southwest and nurture that spirit wherever it may be found: on the SMU campus, in the community of Dallas or in the greater community of the United States, in which Dallas is a sparkling example of what that spirit can and does produce.

The MBA

SOUTHERN METHODIST UNIVERSITY

SCHOOL OF BUSINESS ADMINISTRATION

The MBA

In our rapidly changing world, few personal accomplishments have assumed the importance of a college degree. As our lifestyles accelerate and the demands of business rise, a new sign of educational achievement has received broad and professional acceptance: The MBA.

The MBA does not stand for years spent at an institution of higher education. Nor does it signify hours spent in tedious research or in a scientific laboratory. Instead, the MBA represents a viewpoint, the perspective of management.

> ***"I feel the program is ideally suited to the students more concerned with real world application than theory.***

With an MBA, you should be able to work . . . to contribute . . . to produce as a decision maker in the business world.

At SMU we believe our MBA is special. We're building a special program with distinctive differences and with a unique faculty.

Won't you consider SMU and our distinctive program: the MBA.

Our Philosophy

You will find in the SMU/MBA program some distinctive differences . . . differences of which we're proud.

One year, three-semester program: You will learn, grow, and mature in our program of 12 months – a three semester curriculum. The first semester largely comprises required courses in accounting, finance, marketing, computer science, organizational behavior and economics. The last two semesters are made up of elective courses, many built around action projects, internships, or case studies.

Practical learning: While many schools stress case studies, lecture classes, quantitative methods, or analytic studies, you'll discover that the SMU/MBA program is designed around all of these plus action learning. We believe one of the best ways to learn is to become personally involved – to be part of the action. This includes the design and planning as well as the policy and decision making and the nitty-gritty of implementation.

Most of the things we learn in life before and after we leave school, we learn best by doing. The needs are clear, the motivation high, and our ability to cut through needless background and detail is strong.

Business Involvement: One cornerstone of our action learning framework is a heavy commitment and involvement of the Dallas business community in the Business School. Business leaders visit as guest faculty . . . they will attend over 100 two or three day seminars next year . . . they serve on a number of advisory boards . . . they act as directors of companies in our simulated management game . . . more than 6,000 business leaders attended our Management Briefing series last year and heard speakers such as William Simon, Alan Greenspan, Walter Wriston, Pete Peterson, and President Gerald Ford.

MBA candidates work with these business people as interns, on projects, interviewing, contacting, learning how business operates.

Student-Centered Responsibility: You notice one thing quickly at SMU. Fewer detailed instructions and specific commands are given. The emphasis is placed on learning, rather than just teaching . . . on student-centered initiative, not faculty-centered pushing . . . on student maturity and strengths, not weaknesses. When students start to take responsibility for their own education, the way is opened for individual learning paths to be set by joint faculty/student planning. As students determine objectives for their own education and career, important strides can be taken.

Multiple Options for Learning: The SMU/MBA program is not designed for a student with a singular profile. Our curriculum is planned to accommodate many different types of students, with different goals, abilities, interests and learning styles. As a consequence, we offer several different learning options. Many of these are built around action learning. Others include case courses, simulation and other quantitative techniques, conferences, small group projects, and other more traditional methods. We encourage students to determine those learning modes that seem best for them, then design a program to fit their needs, selecting appropriate courses, professors, and projects.

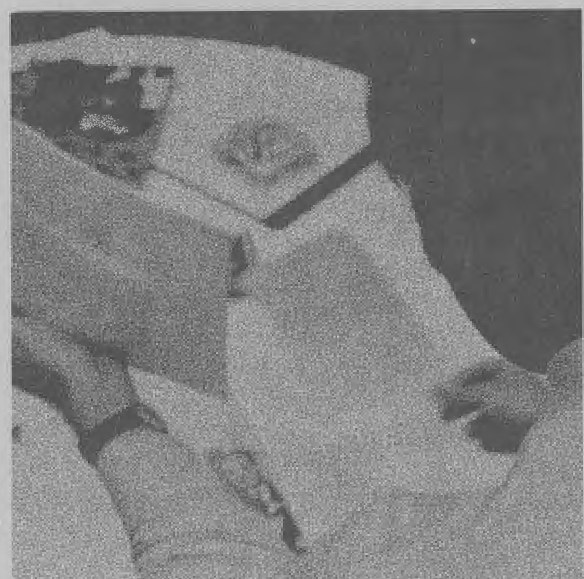
Admissions

SMU is looking for a unique type of student for its MBA Program – self motivated, innovative, interested in structuring an individualized academic program. Our admission policies are designed to find these students.

> “ ***Students learn more by sticking their necks out and backing their opinions.***

Acceptance to the MBA program is based on a combination of four factors – scholastic background, leadership ability and maturity, work experience, and test scores. As every applicant brings varying strengths and qualifications to the program, we evaluate each application on an individual basis.

You will find our standards to be challenging and competitive, but also quite flexible. All applicants must have a bachelors degree from an accredited college and must submit an acceptable score on the Graduate Management Admission Test (GMAT). An undergraduate degree in business is not required – in fact, approximately 65% of the MBA students do not hold an undergraduate business degree. The application fee and the form found at the end of this brochure should be returned to the Director of Graduate Admissions along with complete transcripts of all college work. Applications should be returned well in advance of the beginning of the term in which the student expects to enroll.



More information pertaining to the GMAT may be obtained by writing the Educational Testing Service, P. O. Box 966, Princeton, N J 08540. Foreign students must also submit a score on the Test of English as a Foreign Language (TOEFL) with their applications.

The MBA Program

The program – the ways or options for delivering segments or modules of learning – is the heart of any education system. This is true regardless of faculty, location, physical plant, or admissions criteria.

At SMU you will be exposed to four basic learning delivery systems in the classroom.

Action learning – one of our “distinctive differences” where you not only work with the technical parameters of a problem, but also realize the very real constraints of people, money and time.

Case studies – developed to a high level at Harvard Business School, this technique enhances independent thought and a management viewpoint.

Simulation – a space-age technique in which a computer system serves as the market place in semester-long policy and general management problems. The computer has many of the non-linear traits, whims, and mass psychological vagaries of the consumer market, stock market, and government interface.

Lecture-discussion – a traditional approach for graduate studies, which works well with many courses, particularly those of a basic nature.

The Dallas business community, serving as our laboratory, gives our program its unique flavor and excitement. MBA candidates have business advisors, serve on internships with businesses, and work on projects with managers in Dallas business firms. We use Dallas as an extensive “Business Laboratory” whenever possible in the design of courses and activities within the school. We take particular pride in maintaining extremely close contact with the business community broadly, and especially in the dynamic Dallas Metroplex.

> “ ***The flexibility of the program is what I like about it. Students have the option of choosing whatever learning style suits them best.***

Curriculum

A Masters of Business Administration degree is awarded upon satisfactory completion of 45 hours of graduate work in the SMU School of Business Administration. Of these, 21 hours are in required courses and 24 are in elective courses. There is no thesis requirement.

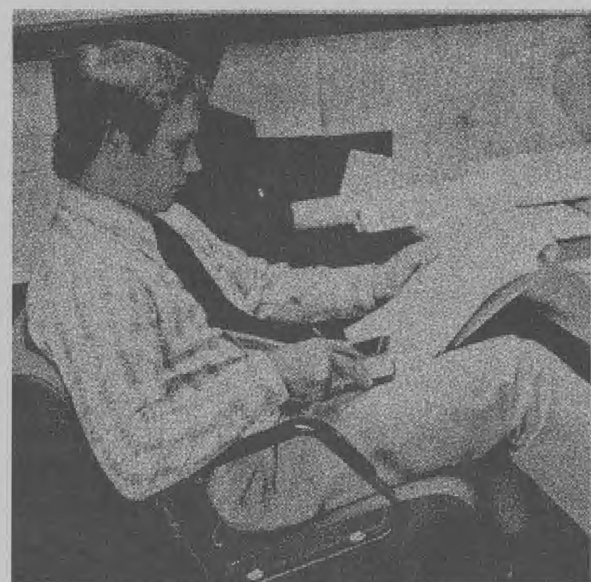
All MBA candidates are required to complete courses in:

- Economics,
- Finance,
- Accounting,
- Marketing,
- Organizational Behavior, and
- Management Science and Computers.

Five of these six required courses are taken in the Fall Semester. The sixth plus a seventh required course, Graduate Administrative Seminar, are taken in the Spring semester.

> ***"The real estate program . . . is tops in the country, having the great Southwest as a learning forum.***

Qualified students have the option of demonstrating competence in any required course and thus obtaining a waiver. They then may increase their normal load of free electives. The full-time resident MBA class starts each Fall (in late August) and graduates – after three semesters of graduate work – the following August.



Students take electives in many areas; electives include advanced courses in the core disciplines plus Real Estate and Insurance. These latter subject areas have especially strong ties with the Dallas business community. Insurance and real estate students and faculty work closely with business leaders in internships, seminars, and special projects.

Special Programs

The SMU/MBA program has a number of options which result in dual or joint degrees. You must be accepted by each school to be eligible for the joint degree. A brief sketch and contact person follow:

The **JDA-MBA** program is offered in conjunction with the SMU School of Law. Students take 84 hours of Law courses and 33 hours of Business courses to receive the joint degree. The first year is spent in the Law School, the second primarily in the Business School and the third and fourth years are comprised primarily of Law courses, complemented with Business courses in your area of interest. Contact: Dr. Rhonald Walker, School of Business.

The **MBA-MIM** degree is administered by SMU and the American Graduate School of International Management in Phoenix, Arizona. The program comprises 30 hours at SMU and 30 hours at AGSIM. This is a unique opportunity for internationally oriented students to gain both the solid business curriculum and the language and cultural background necessary to succeed in international business. Contact: Dean of Admissions, AGSIM, Phoenix, Arizona.

> ***"The opportunities for students to design their own curriculum and excercise leadership in classes and projects is great.***

The **MBA-MSOR** is a new program in conjunction with the SMU School of Engineering and Applied Sciences. The program requires 33 hours of MBA course work and 21 hours of graduate engineering courses. The degree enables the technologically oriented student to include business in an operations research program. Contact: Dr. Narayan Bhat, School of Engineering.

The **MBA-Arts** program prepares students to handle both the aesthetic and business problems of cultural institutions. Students take a combination of business and fine arts courses leading to the degree of Master of Fine Arts in Arts Administration. Contact: Dr. Richard Ayers, Meadows School of the Arts.

Tuition and Financial Aid

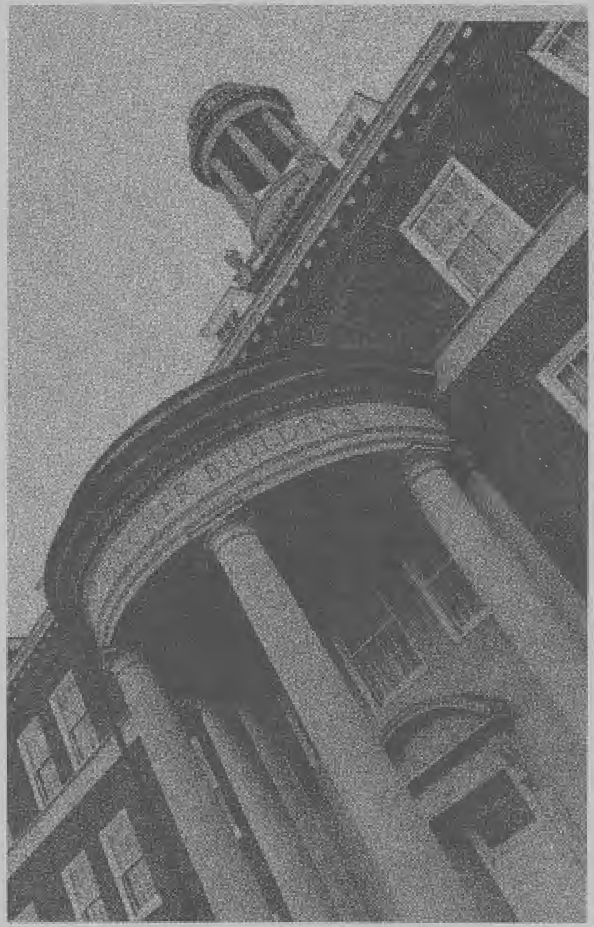
The advantages of a one year, intensive MBA program are reflected in several areas – the substantial time savings, a strong student commitment to the program, and the subsequent necessity for student structured academic programs. The financial aspects further enhance the one year, 3 semester concept.

The one year program removes the problems of finding summer employment between academic years and of an extra "non-earning" year due to foregone income plus continued living expenses. After only **one** year of graduate work you could be pursuing your business career and enjoying the benefits of an MBA salary.

Despite the financial savings of the one year program, we realize that financial aid is often a factor in attending graduate school. SMU holds the philosophy that the student is primarily responsible for financing the cost of graduate school. However, after a full financial effort has been made by the student, the School of Business Administration will seek to provide aid whenever possible. This is evidenced by the fact that approximately 35% of the current MBA class is receiving some form of financial aid.

"This program gets you out into the job market in a short twelve months.

Under all financial aid plans assistance is deliberately provided at somewhat less than the total expected expense. Each individual is expected to make a personal investment in his or her own future. The financial aid program is designed to give supplemental assistance necessary to help students reach their educational goal.



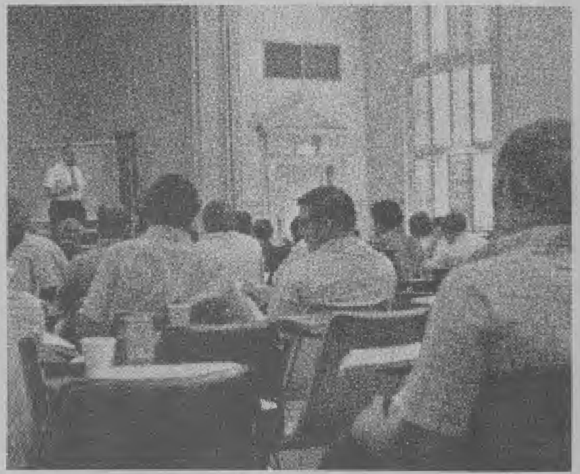
The various forms of financial aid are listed below:

Graduate Assistantships – The primary source of aid is in the form of assistantships. These range from 30% to 75% of the tuition expenses for the 9 month academic year depending on the number of hours worked. A limited number of assistantships are also available during the Summer Sessions. Students are selected on the basis of need and also on their ability to perform in certain academic and administrative areas.

Scholarships – Scholarships are also available although they are more limited in number. Since a scholarship represents an academic award, the recipient is not required to render any service to the school. Recipients must be full time students who maintain good academic performance.

Loans – All students requesting financial aid are expected to consider various state and local programs. These include the Guaranteed Insured Loan Program (through the federal government and local banks), the Texas Opportunity Plan, and the United States Aid Fund (administered by SMU).

Texas Tuition Equalization Grants – Students who are residents of Texas may apply for tuition equalization grants of up to $600.00 per year.



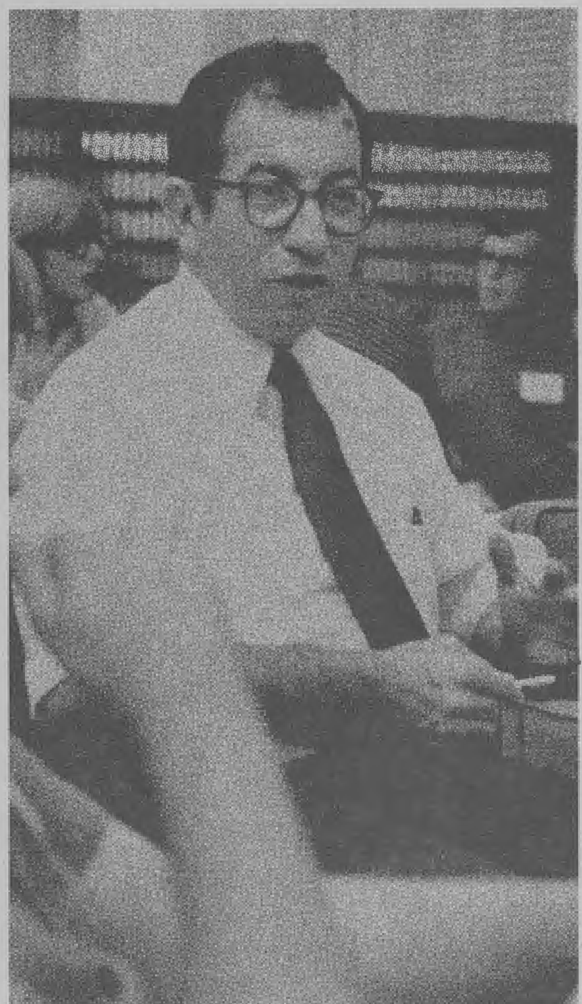
Applications for financial aid may be obtained by writing to:

Director of Graduate Admissions
School of Business Administration
Southern Methodist University
Dallas, Texas 75275

Students submitting applications for financial aid before March 15 will be given priority in financial aid decisions. These students will normally be notified by the end of April.

Alternates will be selected in the event aid awards are offered but not accepted on the first decisions. Available funds will then be allocated on a "first-come - first-served" basis.

Faculty



The strongest single determinant of a school's quality lies in the faculty . . . their motivation and dedication towards the students . . . their diverse teaching methodologies . . . their educational and working backgrounds. The SMU faculty is student-oriented. Classes are purposely small and the opportunities for one-to-one relationships abound. All classes are taught by assigned faculty members — not by graduate assistants or junior, substitute instructors.

> ***"We have a top quality faculty genuinely concerned with teaching.***

Our faculty can be typified as being young, enthusiastic, and well grounded in the real world of business. Most have business experience and are active consulting with businesses, locally and nationally.

The goal of the SMU faculty is not only to impart specific areas of knowledge to you, but to teach you how to continue assimilating knowledge for yourself. We strongly believe that learning is an active, lifelong process and that students must acquire this ability to effectively compete and succeed in our fast changing society.

> ***"I like the fulltime professors' ability to relate in-class methods to the real business world.***

Placement

The School of Business Administration works closely with the Career Placement Center of the University to provide assistance to students and alumni seeking management positions. Between 275 and 300 company representatives visit the campus yearly to recruit SMU students — many of these are particularly interested in MBA students.

The options open to MBA students as to location, industry, or field are varied. SMU is fortunate to be located in the fastest growing and economically strongest region in the country — the Southwest and Dallas in particular. Although the majority of our students are from out-of-state and represent over 90 different colleges and universities, many choose to relocate permanently in Dallas and in Texas. The reason? Excellent career opportunities, a high standard of living, relatively low living costs, an attractive tax and business environment, and the exciting atmosphere and climate of Dallas itself.

For those students who are interested in being placed nationally, our 1975 MBA graduates, for example, are located in 20 states ranging from New York to California, Montana to Florida. Approximately 8 to 10% are pursuing further graduate degrees.

Faculty and career counselors are in close contact with employers through campus visits, attendance at joint professional meetings, and special SMU sponsored events. These include the Southwest International Trade Conference and the quarterly Management Briefings, attended by top level business leaders.

> ***"I really appreciate the strong relationship between SMU and the external business world. This has been very helpful in my job search.***

Dallas

Dallas, Texas . . . 7th largest city in the United States . . . third largest in number of major headquartered companies . . . financial center of the Southwest . . . one of three major fashion centers of the nation. Dallas is a fast growing, cosmopolitan city with a standard of living that is hard to match.

Dallas is a young city – 25% of the heads of households are between 25 and 34 years of age – and has the climate, entertainment, social and cultural attributes that benefit this type of population. Activities range from the Frank Lloyd Wright Theatre Center to the World Championship of Tennis finals held at SMU; from the Dallas Cowboys and the Texas Rangers to the Dallas Symphony; from dinner at the Fairmont's Venetian Room to an evening at the Rodeo. We have the lifestyle that should make your stay at SMU quite enjoyable . . . is it any wonder that many of our MBA's choose to make Dallas their home upon graduation?

Dallas provides a unique laboratory for the SMU Business School which few other schools can offer. As the third ranked U.S. city in terms of headquartered companies with $1 million or more in net worth, Dallas offers both the learning **and** career opportunities which are vital to a dynamic business school. The internships, case studies, and action learning projects all make use of the Dallas business community. In return, we provide the business community with seminars, management briefings, executive education "short courses" and management consultants. The result is a rapport and high level of interaction that make business education a reality rather than mere theory.

"The faculty seems to give a more real world approach rather than numbers and formulas. They also emphasize the role of the manager.

For more information, contact
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Southern Methodist University
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214/692-3000

Quotes in this brochure about the SMU MBA program were made by members of the MBA Class '76.

the entrepreneur
A PUBLICATION OF THE SMU SCHOOL OF BUSINESS ADMINISTRATION
VOL. 5 NO. 2 JULY 1976

Coleman Named Dean

Alan B. Coleman, executive dean of the School of Business Administration since the fall of 1975, was named dean of the School in March, ending a search which began with the resignation of C. Jackson Grayson, Jr., in November.

The appointment was made by university President James H. Zumberge and approved by the Board of Governors after the search committee responsible for screening applicants recommended three top candidates from a list of 150.

"Dr. Coleman had the unanimous approval of the search committee," Zumberge said in announcing the selection. "We conducted a regular, thorough search and he came out at the top of the list when we compared the people available."

Coleman said he plans to maintain the philosophy of professional and action-oriented learning in which the school works closely with the Dallas business community.

"Our goal will be to become a dominant school in the Southwest region and then a major school nationally," Coleman said. "Our efforts to raise standards for faculty as well as for students will be continuous."

He said his primary emphasis in the next three years will be to upgrade faculty members and students, calling for more vigorous recruiting, high standards and increased financial aid with which to compete for top quality students.

President Gerald R. Ford receives his official "FORD MUSTANG" from President James Zumberge before an overflow audience during the Management Center briefing at the Fairmont Hotel in April.

Founder and formerly dean of South America's first graduate business school and a former professor at Harvard and Stanford Universities, Coleman had been Caruth Professor of Financial Management at SMU for one year before he was selected executive dean.

Before coming to SMU, Coleman had served a year as president of Sun Valley Corporation, which manages the Idaho resort, and three years as president of Yosemite Park and Curry Co., having overall management responsibility for Yosemite National Park hotel, restaurant, retailing, transportation and recretional facilities.

Grayson resigned as dean to devote full time to teaching, writing, and planning, and to work toward establishment of a private sector American Productivity Center.

Associate Deans Appointed

Dean Alan B. Coleman has announced the appointment of Professors Robert J. Frame and Richard W. Hansen to the rank of Associate Dean.

Professor Frame will be Associate Dean for Executive Education. In this capacity he will have full responsibility for all areas related to executive and continuing education: the Part-Time MBA Program, the Executive MBA Program, the Management Center, all Institutes, and the Evening College.

Professor Hansen will be Associate Dean for Resident Studies. He will have full responsibility for the BBA Program and the Full-Time MBA Program.

These appointments were effective June 1, 1976.

Dedman Named "Entrepreneur of the Year"

Robert H. Dedman, president and chairman of the board of Club Corporation of America, and an SMU alumnus, was named "1976 Entrepreneur of the Year" at the annual Awards Luncheon of SMU's Business School.

The award is given annually to a member of the Dallas business community whose career exemplifies entrepreneurship — successfully founding and managing one's own business.

Dedman formed Country Clubs, Inc. in 1957 and, in 1964, left his law practice to devote full time to CCI, predecessor of CCA, and its related companies. Under his leadership annual revenues have grown to over $50 million. Active and completed projects number over 100.

Four students received "Outstanding Student" awards.

Carol L. Fischer, a finance major from Gibsonia, Pennsylvania, and Alexander Kubassek, majoring in organizational behavior and administration, of Bright, Ontario, Canada, were the graduate students honored.

Undergraduates, both seniors, were Marsha S. Underwood of Reforma, Mexico, and Kimberly A. Williams of Cape Girardeau, Missouri.

Assembly Honors Awardees

SMU students, faculty and staff received awards at an Award Assembly early in April, for scholarship and service to the university community.

Among the nineteen SMU faculty members selected as Outstanding Professors, Business School professors named were Dr. Donald Jackson, professor of finance; Dr. Dean Manson, associate professor of real estate and executive director of the Costa Institute of Real Estate Finance; Dr. Phyllis Pierson, assistant professor of finance; and Dr. Jim Tarter, associate professor of organizational behavior and administration.

Robert H. Dedman, 1976 "Entrepreneur of the Year" is presented with the award, designed by SMU art student Jon Minyard, by School of Business Administration Dean Alan B. Coleman.

Six New Faculty Members Announced

Appointments of six new Business School faculty members have been announced.

Richard S. Barr of Austin, Texas, will be Assistant Professor of Management Science and Computers. His doctorate degree from the University of Texas at Austin is in process of completion. In addition to teaching at the University, Barr is Executive Vice President and Treasurer of Analysis, Research and Computation, Inc. of Austin.

C. Robert Coates will come from University of New Orleans to be Visiting Associate Professor of Finance. He holds a Ph.D. from the Graduate School of Business, University of Chicago.

Thomas R. Harper moves from status as a part time professor to Assistant Professor of Accounting. His Bachelor and Master Degrees are from SMU; he received a Ph.D. in May, 1974, from the University of Texas at Austin, and a J.D. from the SMU Law School in May, 1976.

Dr. Robert O. Harvey comes from the University of Connecticut as Professor of Real Estate and Regional Science and as chairman of the real estate subject area. He holds a Ph.D. from Indiana University.

James T. Rothe returns to SMU as Professor of Marketing after one year at the University of Wisconsin in Whitewater. He holds a Ph.D from the University of Wisconsin at Madison.

Kerry Dean Vandell will be Assistant Professor of Real Estate and Regional Science. He has an MCP from Harvard University, Graduate School of Design (City Planning) and is currently completing his Ph.D. at the Massachusetts Institute of Technology.

THE ENTREPRENEUR

Volume 5, Number 2 July, 1976
The Entrepreneur is published quarterly by The School of Business Administration at Southern Methodist University. Inquiries regarding items in the newsletter should be addressed to the editors, Herb Reed and Jo Smith, School of Business, Southern Methodist University, Dallas, Texas, 75275.

Students Enthusiastic For Free Enterprise

There is concern in the business world that business is not telling its story well enough to the public.

Misunderstandings among much of the citizenry concerning the functions of business and the role of free enterprise in a democracy have given rise to an organization recently formed within the School of Business Administration.

"Students in Free Enterprise" was organized with the purpose of increasing understanding of and support for free enterprise. Over 200 students participated in the program during the first year.

A base has been established to insure the continuity of the programs through the establishment of The Southwest Foundation for Free Enterprise, a non-profit foundation established by the Sales and Marketing Executives of Dallas. The Foundation provides financial support for the activities of SIFE.

Several projects were designed to reach the widest possible audience in a rational, articulate, and exciting manner. A series of programs was given to junior and senior high schools within the Dallas area, including showing of the award-winning film, "Freedom 2000," distributed by the United States Chamber of Commerce. Following showing of the film, students were encouraged to raise questions and express their opinions in discussions led by SIFE members and representatives of Sales and Marketing Executives.

The Counter Attack Workshop held in March represented a major effort to help top-level executives become more effective spokesmen for themselves, their firms, and the free enterprise system.

At the request of a committee within the Dallas Chamber of Commerce, SIFE helped design, conduct, and evaluate the results of a survey of public attitude toward and understanding of free enterprise in Dallas County.

Approximately 2,400 students were reached through the sponsoring of a letter-writing contest for high school students. Junior Achievement members were given opportunity to gain bonus points to participate, which would improve their group standings in various Junior Achievement competitive endeavors. Cash prizes were given to the winners.

Support activities of SIFE include publication of *The Enterprising American* every two months, a newsletter providing opportunity for students and business representatives to comment on current economic, political, and social problems, and to publish activities of SIFE. A research library is being built providing a base of materials on free enterprise; scholarships have been established by the Foundation to provide financial support for promising students who devote approximately twenty hours a week working on SIFE projects.

A series of daily radio commentaries designed as 2-minute discussions of current economic, political, and social problems, are being prepared.

As climax to the year, an "Orchids and Onions" dinner was given in April, with over 400 from the university and business communities attending.

Henry Wade, District Attorney for Dallas County, received an Orchid for his efforts in getting published a booklet for consumers.

Charles J. Pilliod, Jr., Chairman of Goodyear Tire and Rubber Company, received an Orchid for his company's establishment of two "Chairs of Free Enterprise," and extensive educational programs for the public as well as its employees.

William F. Martin, Chairman of the Phillips Petroleum Company, received an Orchid in recognition of national advertising campaigns, and educational programs highlighting the economic history of America, which included a series of films.

Onions were awarded to public figures who advocate tax-paid-for programs contrary to the principles of individual responsibility and free enterprise.

Dr. R. Burr Porter, Associate Professor of Finance, is the faculty sponsor of SIFE.

Present at the "Orchids and Onions" dinner for "Students in Free Enterprise" were (L. to R.) Randy Goss, president of SIFE, Charles J. Pilliod, Jr., chairman of the board of Goodyear Tire and Rubber Company, cited for his contributions to free enterprise, and Dr. R. Burr Porter, Associate Professor of Finance and faculty sponsor of SIFE.

3rd International Trade Conference Held

Economic interdependence among nations — all nations — is no longer a vague concept to be reckoned with at some future, convenient time. It's here today. And it's here to stay.

This was the message that Elliot Richardson, Secretary of Commerce, gave to some 1,200 people at the concluding banquet of the Third Annual International Trade Conference of the Southwest.

With 24 multinational corporate sponsors, the Conference was managed by the School of Business Administration under the guidance of Mark B. Winchester, Conference Executive Director, and held in the Owen Arts Center on the SMU campus in May.

The Conference provided an opportunity for representatives from government, business and academia of several countries to come together in an exchange of ideas. It provided a forum for business to convey its needs to government.

Parts of the Conference sessions were broadcast by Voice of America throughout Latin America and to 39 other countries, twice a day.

Interest in the Conference was world wide, as evidenced by articles in *The Japan Times*, in *To the Point International* published in Antwerp, Belgium, and an inquiry for follow-up information from the Hsinhua News Agency of The People's Republic of China.

Two publications from the Conference are available for purchase.

The *International Essays for Business Decision Makers* is a collection of 21 essays written by speakers and friends of the Conference. Subjects covered include trade with China, business opportunities in Nigeria, financing through Eximbank, financing American exports to Eastern Europe and the Soviet Union, the world's energy requirements, foreign tax credit, and trade with LDC — less-developed countries.

Elliot L. Richardson, Secretary of Commerce of the United States, gives the concluding address on "Economic Interdependence—The U.S. and the World Economy" at the International Trade Conference.

John W. Dixon, Chairman and President, E-Systems, speaks in a forum on "International Politics of World Shortage—Significance for Businessmen", during the Trade Conference.

Authors include Roderick M. Hills, Chairman of the Security and Exchange Commission; Harned Pettus Hoose, President of Hoose China Trade Services, Inc.; Andre A. Jacomet, Executive Vice President for International Affairs of Pechiney Ugine Kuhlmann, France's largest industrial company; Frederick B. Dent, Chairman of the Cabinet-level Trade Policy Committee and former Secretary of Commerce; Robert M. Gottschalk, attorney and consultant to several governments on international matters; and Charles E. Bradford, international trade consultant.

The proceedings of the Conference will be available in a 32-page booklet, "Two Days in May, 1976."

To obtain the publications, fill out the coupon below and mail, with your check, to Mark Winchester, School of Business Administration, Southern Methodist University, Dallas, Texas 75275. They will be sent postage prepaid.

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New Pension Conference Organized

The Southwest Pension Conference, a new organization providing educational and informational services for individuals and firms engaged in pension and profit sharing plan activities, recently held its first annual meeting on the SMU campus.

Membership in SWPC is open to plan sponsors, plan administrators, and their advisors if they have at least three years experience "in the field."

Don Spies of Towers, Perrin, Forster and Crosby, one of the founders of the organization, currently serves as its president. SWPC activities are managed by Dr. R. Burr Porter, associate professor of finance in the School of Business Administration, and a member of the SWPC Advisory Board.

With nearly 200 in attendance, the first meeting on February 27 and 28 was highly successful.

Featured speakers included Dr. Alan B. Coleman, dean of the SBA; Dr. Albert Cox, Jr., executive vice president and economist of the Lionel D. Edie Company and senior economic advisor for Merrill-Lynch; James McGarry, Southwest area manager for A. S. Hansen, Inc.; Preston Bassett, vice president of TPF&C; Thomas Hardy, Jr. of Alexander and Alexander; James D. Hutchinson, administrator of pension and welfare benefit programs for the U.S. Department of Labor; and the keynote speaker, Representative John Erlenborn, who discussed Congress' stand on ERISA.

The 1977 annual meeting is scheduled for San Antonio on May 23 and 24. The Conference publishes a periodic newsletter, the SWPC Report, edited by Dr. Porter and Ms. Jean Orsak.

Information may be obtained by writing Dr. R. Burr Porter, School of Business Administration, SMU, Dallas, 75275, or by calling 214/692-2630.

Reagan Resigns As Real Estate Chairman

Dr. Sydney C. Reagan, who has served for the past 21 years as chairman of the real estate program at Southern Methodist University, will resign that post effective in September.

Dr. Alan B. Coleman, in making the announcement, said that Reagan will continue at SMU as a professor of real estate.

Reagan said he now hoped to have more free time for what he likes best — teaching and research.

During the time Reagan has been chairman of the real estate department, student enrollment in SMU real estate courses has climbed from 121 to a current total of 1,103; degree and certificate programs have been developed for both undergraduate and graduate students.

Coleman said Reagan has led in acquiring scholarships in real estate from various professional organizations and firms and in pioneering the development of action learning — now one of the main features of SMU's Business School.

Reagan, who holds two advanced degrees from Harvard University, received the Piper Award in 1969, an honor which designated him as an "Outstanding Professor in Texas."

Research Awards Granted

Professors Michael E. McGill and Leland M. Wooton have recently been awarded two research awards by the editors of *Public Administration Review.*

The first award, the Marshall E. Dimock Award, was presented to McGill and Wooton as editors of the Symposium published in *PAR* entitled "Symposium on Management in the Third Sector." The Dimock Award is given to the article judged to present the most "innovative solutions for the 70's." This is the first time an entire symposium has ever received this award. Authors of articles in the Symposium, in addition to McGill and Wooton, were Caspar Weinberger, Douglas Ayres, Wesley Bjur, Philip Kotler, Michael Munay, and Craig Lundberg. A small cash prize was awarded to each author.

The second award received by McGill and Wooton was the William E. Mosher Award for the "most meritorious article appearing in *PAR* by an author from a university." The article was entitled "Management in the Third Sector."

Wooton

McGill

Top Business Leaders Featured At Management Center Briefings

Top business and government leaders have been featured in business briefings sponsored during the past months by the Management Center of the Business School.

Paul W. McCracken, professor at the University of Michigan and past chairman of the President's Council of Economic Advisors, spoke on "The Economy — Forecast '76" on November 25, 1975, to nearly 1,500 executives assembled at a luncheon at Dallas' Fairmont Hotel.

"This is a terribly important year for us with wage contracts," he said. "There will be double the number of this year's to settle, and they will be in some very important industries. If we can keep settlements down to about an 8 to 9 per cent increase, then I think we can hold inflation down."

An all-day Board of Directors Conference was held in February. Joe Sims, deputy assistant attorney general, drew national media coverage when he told the conference that business has tried to block government efforts to ease regulations over the securities, airlines, trucking, railroad, and banking industries.

"Freedom from government regulations has historically been acceptable to the public only when accompanied by exposure to enforcement activities under antitrust laws," he said. "The business community gives lip service to the antitrust concept, but has generally fought any addition to or expansion of antitrust enforcement laws."

He cited over 30 criminal price fixing cases filed in each of the last two years, commenting, "As we put more resources into the field we continue to find that price fixing is a common business practice."

The consensus of other speakers was that prospective board members are looking seriously at the risks and responsibilities of their role before accepting the duties. According to Dr. Myles L. Mace, Harvard Business School professor emeritus, directors should act as "windows to the outside world" and represent the interests of the shareholders. There are no more pat answers to company dealings; directors must give thoughtful examination to those dealings, and exert the courage to point out unsatisfactory operations.

Roderick M. Hills, Securities and Exchange Commission chairman, was the noon luncheon speaker, and addressed the problems of bribes and payoffs. He holds the position that disclosures and the subsequent implementation of internal codes of ethics for U.S. corporations has made American business healthier, and put it in a better position to do business in countries that don't condone corrupt practices. He also said that the SEC was making efforts to improve its monitoring of corporations.

Walter Wriston, chairman and chief executive officer of Citicorp and The First National City Bank of New York, spoke on "A Look at American Business" and answered questions from the floor at the Briefing on March 31, 1976. The need for tax reform has become so great, according to Wriston, "that there's no question we'll have a change."

He would like to see the country start over with a new tax structure that would carry a maximum graduated rate of 30 per cent, which he feels would be more fair and raise more revenue than the present system does. Referring to the complicated tax laws, he noted, "No one in the world understands our tax law — not the lawyers and not the accounts. There's no cop to read you your rights."

Harvey Appointed Real Estate Chairman

The appointment of Dr. Robert O. Harvey of the University of Connecticut as Professor of Real Estate and Regional Science and as chairman of the real estate subject area has been announced.

Dr. Harvey currently is Professor of Business and Director of Research at the Center for Real Estate and Urban Economic Studies at the University of Connecticut School of Business Administration, and is a former dean of the School.

Holder of three degrees from Indiana University, Dr. Harvey has also taught at Indiana University and the University of Illinois. His activities have included appraisal, consultation for financial institutions and construction and lumber industries, and shopping center market analysis.

He is author of over 60 published articles relating to the real estate industry.

Porter and Manson Honored

R. Burr Porter received the Research Excellence Award. A graduate of Baylor and Purdue Universities, and the University of Chicago, Porter is an Associate Professor of Finance. His research projects include methods of evaluating risk in investments, and the cost of capital for large corporations. Findings were published in *Journal of Financial and Quantitative Analysis*, *Management Science*, and *Journal of Business Research*.

Dean A. Manson was named the 1976 recipient of the Nicolas Salgo Distinguished Teacher Award, given annually to recognize excellence in teaching. A stipend accompanies the award, presented by the Salgo-Noren Foundation. Manson is Associate Professor of Business Administration and Executive Director of the Costa Institute of Real Estate Finance.

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MANAGEMENT CENTER SCHEDULE
JULY 1 - SEPTEMBER 30, 1976

SEMINAR	WHERE, WHEN	WHAT'S IT ABOUT?	WHO SHOULD ATTEND?
Corporate Cash Management	July 12-14, Houston, Shamrock Hilton	Cash planning and credit line determination; managing daily cash balances; cash forecasting; accounts receivable forecasting, management and control; improving organization, control and performance.	Corporate treasurers, corporate assistant treasurers, controllers, financial data processing systems staffs, corporate services divisions of commercial banks.
Managerial Skills for Executive Secretaries and Administrative Assistants	July 13, 14, Dallas, SMU Campus	Problem analysis, trouble shooting and decision making; managing time and people.	Executive secretaries, administrative assistants — all levels.
First Line Maintenance	July 14-16, Houston, Shamrock Hilton	The role of the maintenance supervisor as manager: planning, motivating, training, organizing, handling grievances . . .	Maintenance supervisors — all levels of experience.
Transactional Analysis for Management	July 14-16, Dallas, SMU Campus	Effective management and interpersonal relations through transactional analysis.	Executive managers, and supervisors — all levels.
Advanced Transactional Analysis	July 15, 16, Dallas, SMU Campus	Developing TA skills for problem solving, motivation, and manager-employee relations.	Executives, managers, and supervisors who have had exposure to basic TA principles or who are widely read in TA.
Improving Management Skills	July 21-23, Houston, Marriott	Motivating workers, managing time, results-focused organization.	Managers and supervisors at all levels.
Time Management: Concepts and Techniques for Doing More in Less Time	July 22, 23, Dallas, SMU Campus	How to "create" and control time by avoiding common traps; how to set priorities and develop objectives, how to cope with new pressures and responsibilities; how to delegate properly.	Executive managers, and supervisors — all levels.
Management Practices for Non-Union Companies	July 22, 23, Dallas, SMU Campus	Explains and defines strategies and practices that enable companies to avoid unionization. Signs of employee unrest — coping with union organization drives — protecting employees rights.	Key people who are involved in employee relations — all levels of experience.
Marketing Planning	July 26-28, Houston, Shamrock Hilton	Marketing objectives, strategies, priorities, utilizing resources, planning tools.	Marketing managers, presidents, vice presidents, sales and product managers.
Field Sales Management	July 26-28, Houston, Shamrock Hilton	Planning and organizing a sales force, effective selection, training, motivation and supervision.	Prospective and practicing sales managers.
Improving Firstline Supervision	August 2-4, Dallas, Hilton Inn	How to develop a leadership style that results in greater effectiveness; how to motivate workers; how to obtain lower costs, less waste, higher quality; how to use the latest professional management techniques to achieve objectives.	Machine-shop foremen, production supervisors, construction foremen, office supervisors, any first-line supervisor who wants to improve his professional supervisory skills.
Finance and Accounting for the Non-Financial Executive — a five day course	August 9-13, Dallas, SMU Campus	How to analyze balance sheets and income statements . . . prepare and utilize budgets and cash-flow statements . . . develop long-range financial forecasts . . . and estimate incremental costs and corresponding incremental revenues for better management decisions.	All managers needing an in-depth exposure to fundamental financial concepts and opportunity to apply them to practical business problems.
Zero Base Budgeting	August 16, Houston, Shamrock Hilton	The impact of zero-base budgeting, zero-base budgeting as a decision making tool. Case studies and analyses.	Presidents, CEO's, Executive Vice Presidents, Vice Presidents of Finance, Financial Analysts, Controllers, Budget Directors . . .
Replacement Cost — Inflation Accounting	August 18-20, Dallas, SMU Campus	The mechanics of replacement cost accounting and price-level adjusted statements. Review of SEC rule, case studies and analyses.	
Modern Personnel Management	August 16-20, Dallas, SMU Campus	The role of personnel in the Modern Organization; Human Resource Management; Employee Compensation and Salary Administration; Labor Relations; Employee Benefits; EDP applications of personnel management.	Any executive who has, or who will have, primary interest in the personnel function.
Employment — Recruiting, Interviewing, Selecting EEO Compliance	August 23-25, Houston, Marriott	Defining manpower needs, finding qualified candidates, interviewing skills, EEO compliance.	Any manager who hires subordinates.
Project Management	August 23-25, Houston, Marriott	Project organizing, planning, scheduling, and controlling for results.	Senior project managers who want to improve their skills, new project leaders concentrating on the key activities of project management.
Management Skills for Engineers	August 25-27, Houston, Shamrock Hilton	The planning process, communication, motivation and problem solving.	Engineers recently appointed to management positions, project managers, chief engineer, research and development personnel.
Material Requirement Planning	August 26, 27, Dallas, SMU Campus	How MRP can be used to reduce inventory, set priorities, plan capacity levels; how to develop a master production schedule using computer based MRP.	Manufacturing managers, inventory control managers, data processing managers, buyers, directors of distribution.
Advanced Finance & Accounting	August 30, 31, Dallas, SMU Campus	Income reporting problems — matching revenues and costs; Price Level Accounting; Consolidated Financial Statements; Analysis for financial decisions; Working capital management.	Managers wishing to extend and apply financial concepts stressed in F&A for NFE.
Finance and Accounting for the Non-Financial Executive	September 13-15, Dallas, SMU Campus	Fundamentals of balance sheets, income statements, ratios, break even analysis, funds flow concepts, budgeting and profit planning and capital budgeting.	All managers needing a fundamental course.
Managing a Preventive Maintenance Program	September 13-15, Dallas, SMU Campus	Scheduling; Reporting; Procedures; Resource requirements; Dollar allocation; Training procedures.	Plant managers, Physical Plant Directors, Plant Engineers; Quality Assurance Managers
Performing Job Evaluations; Wage and Salary Administration	September 15-17, Houston, Ramada Inn	Establishing and using wage and salary programs to reduce turnover and improve morale; job description techniques; wage and salary surveys.	All executives, personnel administrators.
Managing the Closely Held Corporation	September 20-22, Dallas, SMU Campus	Organizational concepts; identifying, establishing and implementing realistic objectives; management development; financing business operations; legal considerations.	Corporate officers of family-owned or other non-public companies.
Essentials of Purchasing for the Newly Appointed Buyer	September 22-24, Houston, Ramada Inn	How to cope with increasing costs of raw materials and high inventory costs — how to protect the profit margin.	New and prospective buyers.
Pricing for Profit	September 22, 23, Houston, Ramada Inn	Tools for building and maintaining market position; how to make pricing decisions, establish pricing policies and pricing responsibilities.	Presidents, Vice Presidents, Marketing & Sales Execs . . .
Corporate Growth by Merger/Acquisition	September 23, 24, Dallas, SMU Campus	How to . . . evaluate sale and divestment candidates; avoid costly blunders; prepare deliberate corporate growth plan; evaluate alternative growth strategies.	Executives interested in corporate growth through mergers and acquisitions; professionals who wish to gain new insights.
Solar Energy Systems for Heating and Cooling	September 27-29, Dallas, SMU Campus	Principles, mechanics and technical aspects of solar energy; including types of solar collectors, method of storing and distributing, economic considerations, present state of technology, and proposed systems.	Builders, developers, heating and air conditioning engineers, electricians, architects, plant engineers.
Profit and Cash Flow Management for Non-Financial Managers	September 27, 28, Houston, Ramada Inn	How to organize a cash flow analysis for profit and growth objectives; improving profitability through cash flow management.	Non-financial executives in closely held companies, small businesses, franchised businesses, new and expanding businesses.

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August 23 - 26, 7-10 pm

or

September 10, 6:30 - 9:30 pm,
September 11, 9 - 12 am,
September 17, 6:30 - 9:30 pm,
September 18, 9 - 12 am

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- if you want to develop a productive, effective personnel function . . . one that attracts, motivates and retains top employees . . . one that contributes to profits . . .

Plan to attend our two-day seminar

PERSONNEL MANAGEMENT FOR NON-PERSONNEL MANAGERS

Small growing companies face special problems. Managers are buried in paperwork – records of hiring, payrolls, payrates, job descriptions, and "fringe benefit" accounting. As a firm grows, this paper flow becomes more complex and bothersome.

Something else happens as well. Into the management vocabulary creeps the word, "personnel", a general task encompassing all of these activities. As personnel management develops, it becomes a matter for serious company policy and practice.

In this seminar you will learn the basics of personnel administration and see how to establish a systematic approach to personnel management of your firm. This seminar will also help you . . .

- Develop cost effective selection procedures
- Organize your personnel management needs
- Maintain a budgeted wage and salary program
- Become aware of statutory requirements.

DETACH AND MAIL TO: Management Center, SMU School of Business Administration, Southern Methodist University, Dallas, Texas 75275

registration form
PLEASE REGISTER THE FOLLOWING:

Name ________
Title ________
Organization ________
Address ________
City ________ State ________ Zip ________
Company Phone ________ Home Phone ________

☐ October 28-29, Houston
☐ November 11-12, San Antonio
☐ December 3-4, Tyler
☐ January 14-15, Midland-Odessa
☐ Payment Enclosed ☐ Bill Me ☐ Bill Office
☐ Please send information on other seminars

Postal Regulations: Please return entire panel in an envelope

SCHOOL OF BUSINESS ADMINISTRATION
SOUTHERN METHODIST UNIVERSITY
DALLAS, TEXAS 75275

Non-Profit Org.
U. S. POSTAGE
PAID
Dallas, Texas
Permit No. 856

Personnel Management for Non-Personnel Managers

Who Should Attend:

- Executives of companies without full personnel departments
- Operating managers responsible for personnel management
- Staff Specialists in personnel management

Faculty

Dr. Fred Crandall has degrees from the University of California at Berkeley, UCLA and the University of Minnesota. A member of the SMU Business School faculty in organizational behavior and administration, he is a member of the American Academy of Management and the American Institute of Decision Sciences. Also active as a consultant to a number of small businesses, Dr. Crandall is vice-president of the Dallas Personnel Association.

Seminar Fee: $225

COURSE FEE is payable to:

SMU School of Business Administration
Southern Methodist University

Fee includes luncheons and all meeting materials.

PERSONNEL MANAGEMENT FOR NON-PERSONNEL MANAGERS

Seminar Outline

I. Introduction: The Role of Personnel Management in Growing Organizations without Personnel Departments
- A. How to Analyze the Personnel Needs for Your Firm
- B. Defining Administrative Roles for Personnel Management
- C. Statutory Requirements for Personnel
- D. The Importance of Personnel Management to Productivity

II. How Personnel Management Works Simply
- A. The Elements of a Personnel Management Program
- B. Fitting Elements of a Program together for Effective Management
- C. How to Start Up the Personnel Function: What Comes First

III. Statutory Requirements and Reporting
- A. Wage and Hour Laws
- B. Equal Employment Opportunity Administration
- C. Administration of Employee Benefits

IV. Staffing Your Organization
- A. Recruiting Employees
- B. Selecting Employees

V. Effectively Rewarding Employees Through a Wage & Salary Program
- A. How to Develop a Wage Program
- B. Motivating Employees Through Appraisal and Pay Management

VI. Training and Development Guidelines

VII. What Are the "New" Developments in Personnel?

VIII. Summary

TIME: 9 AM - 4:30 PM

For further information you may call collect:
Ms. Ruth Ashby, 214/692-3255

registration information

ENROLLMENTS
Enrollments may be made by returning the registration form. Enrollment is limited and will be accepted on first-come, first-served basis. Telephone reservations are also acceptable.

CONFIRMATION
Confirmation of your registration will be made within two weeks after receipt of your application. Information on seminar schedule, starting times and the like will be included.

HOTEL ACCOMMODATIONS
Hotel accommodations are, of course, not included in your registration fee. However, if you desire overnight accommodations, please call 214/692-3255 for the names of convenient hotels and motels.

TAX DEDUCTION
Tax deduction for all expenses of continuing management education (including registration fees, travel, meals and lodging) undertaken to maintain and improve professional skills (Treas. Reg. 1-162-5 Coughlin vs. Commissions, 203F 2d307)

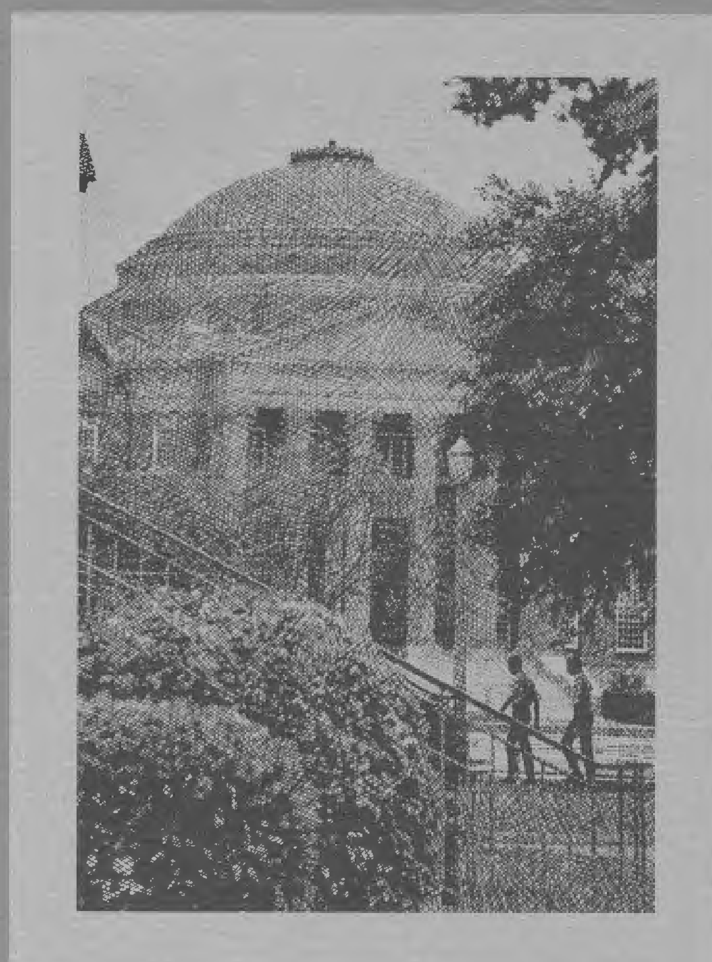
CANCELLATIONS
Cancellations made less than three working days prior to the seminar are subject to a $25 cancellation fee.

REFUNDS
Refunds will not be granted after class has begun. If insufficient enrollment necessitates cancelling the course, all tuition will be refunded.

COURSE FEE: $225

TEAM REGISTRATION
A 10 percent discount is automatically available for your organization if you send 3 or more people. Should you desire to send your entire team, a larger discount can be easily arranged.

Executive Master of Business Administration



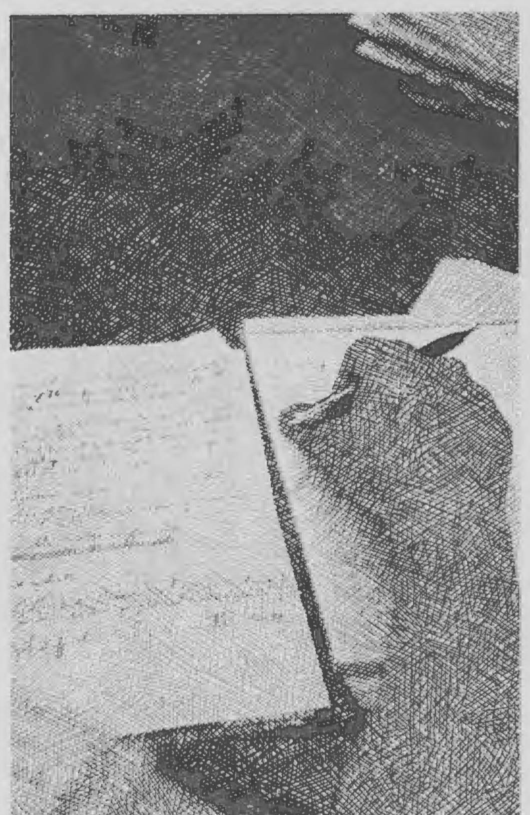
EMBA

SOUTHERN METHODIST UNIVERSITY SCHOOL OF BUSINESS ADMINISTRATION

The School of Business
Southern Methodist University . . . .

announces formation of the First Class of Executive Master of Business Administration Candidates, October, 1976. The EMBA program offers a high quality MBA for a select group of not more than 25 highly qualified managers. All applicants must have demonstrated significant managerial accomplishments and be considered highly promotable by his or her organization. While the format is substantially different, the general content covered is essentially similar to that of our existing MBA program. The EMBA offers the participants the opportunity to aquire knowledge and skills at the frontiers of the basic business fields in order to prepare effectively for personal and professional futures.

The Executive MBA Program—



Objectives

The EMBA Program is designed to significantly increase the ability of key executives to contribute to improved personal and organizational effectiveness now and in the future through a rigorous, innovative, and individualized educational experience.

Candidates and their sponsoring companies can expect from the program:

- increased knowledge of a fundamental and comprehensive group of basic management functions and contemporary business skills in all major administrative areas;
- increased skills in problem identification and analysis, decision making, and implementation;
- increased ability to identify, understand, and contribute to the effective management of people—workers and managers;
- increased ability to acquire independently and apply new knowledge and skills into administrative action;
- breadth of understanding and knowledge of the total managerial process from a top management perspective;
- improved oral and written business communication skills;
- increased ability to bring together and to lead unrelated human and physical resources in an effective managerial effort, formulating, achieving and measuring goals;
- experiential exposure to a variety of complex organizational settings and improved ability to learn from those settings;
- increased understanding of the major interrelationships between business and other social institutions;
- enhanced assessment of personal ethics and values and their implications for professional conduct.

General Information

Selection of Candidates.

Applicants are considered for admission on the basis of individual applications and interviews. Each applicant must be nominated by his or her employer for this program. Applicants normally are expected to have had a minimum of five years of significant managerial experience and be currently employed in a management position. An undergraduate college degree is generally required for admission although exceptions may be made. Demonstrated achievement and potential are as important as formal educational prerequisites.

In selecting candidates the EMBA faculty considers the following:

- demonstrated managerial experience and effectiveness and potential for significant growth;
- potential as a top executive;
- contribution to class and to the program;
- ability and willingness to make the time commitments required.

Each EMBA class is limited to 25 candidates, selected to insure diversity of industry, experience, function and size of organization.

The EMBA program requires full commitment and participation. Those who cannot make the essential commitments to attendance or who do not have the requisite managerial experience should not apply.

Degree

All candidates who complete the program and maintain the scholastic standards of the School are awarded the degree of Master of Business Administration.

Format of the Program

Courses are scheduled into intensive two-day blocks on the 1st and 3rd Friday-Saturday of each month through the first 16 months of the program. Individual project work (with faculty consultation) will replace formal group meetings for the last four months of the 20-month program. Participants should, of course, expect to spend substantial time outside of the group meetings in individual study and analysis in smaller group sessions and faculty consultation, throughout the entire program.

Participants will go through the program as an integrated group, benefitting from a close working relationship and enriched by the cross fertilization of backgrounds and experience brought to the learning process.

Executive Learning Groups

Executive Learning Groups are formed at the onset of the program and will meet throughout. The ELG is a small informal group of four or five participants who, with a faculty advisor, provide a primary support and reference group for each individual candidate. The schedule content of ELG activities is left entirely to the discretion of the candidates to determine the format best meeting their needs; i.e., speakers, social activities, co-learning.

Faculty

Faculty for the program will be selected from among the most experienced and qualified faculty of the SMU School of Business Administration. In addition, nationally prominent educators and practitioners will appear as guest lecturers to enrich each of the courses in the program.

Starting and Completion Dates

The program for the first Executive EMBA class will begin October 13, 1976 and will require 20 months for completion. Graduation for this class will occur in May 1978.

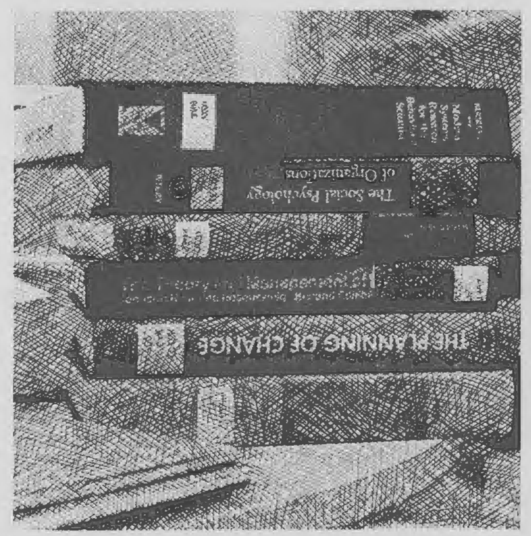
Cost

Tuition for the entire program is $7,850 per participant, including all books and other educational materials and supplies. A down payment of $2,850 is required upon acceptance of a candidate into the program, with the balance payable as follows:

February 1, 1976	$2,000
September 1, 1977	$2,000
February 1, 1978	$1,000

Course Program

The program consists of 14 three-credit courses, grouped into two levels.



Level I

Managerial Accounting
Financial Management
Economics and the Corporation
Marketing Management
Organization Behavior
Decision Processes in Management
Business Policy I

Level II

Management Information Systems and Control
*Economic Policy and Financial Decisions**
*Marketing Planning and Policy**
Human Resources Management
Action Case: (project assignment, probably with candidate's company)
I Analysis
II Implementation
Business Policy II

*Includes emphasis on the legal and regulatory environment of business and the international aspects of the subject matter.

Admission Procedures for
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION
Southern Methodist University
School of Business Administration
Dallas, Texas 75275

For admission to the Executive MBA program beginning October 1976, a completed application must be received prior to August 31, 1976. A completed application will include:

1. Completed Application for Admission Form;
2. Nomination letter from the supervisor best qualified to evaluate your overall performance and management potential;
3. Official transcript of credits for all previous college work;
4. Application fee of $20.00 payable to Southern Methodist University;
5. Appointment for personal interview.

After the application is received, the applicant will be interviewed by one or more SMU faculty members.

An Admissions Committee of at least three SMU faculty members will review the material submitted of all candidates and make acceptance decision.

Applicants will be notified by September 15, 1976 of the Committee's decision. Applications will be processed and acceptance decisions will be made as the applications are received.

All applications must be received prior to August 31, 1976.

SOUTHERN METHODIST UNIVERSITY
School of Business Administration

Application for admission to
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

Name ______________________________
Last First Middle

Title or
Position ______________________________

Parent Company or
Organization ______________________________

Division or
Subsidiary ______________________________ Industry ______________________________

Description of your duties and responsibilities ______________________________

____

____

____

______________________________ *Your annual salary ______________________________

Please list your work experience starting with present position. If all in the same company, give major promotion sequence.

Dates	Company	Industry	Title or Position

*If confidential, please put in sealed envelope.

Name ____
Last First Middle

Business Address ______________________________________
Number and Street

______________________________ Business Telephone ____________
City State Zip Code

Home Address ____
Number and Street

______________________________ Home Telephone ____________
City State Zip Code

Age ____________ Undergraduate College/University ____________________

Major ____________________ Degree ____________ Year ________

Graduate School _______________________________________

Major ____________________ Degree ____________ Year ________

Date ____________________ ______________________________
Signature of Applicant

All candidates for the **EXECUTIVE MASTER OF BUSINESS ADMINISTRATION** Program must be nominated and sponsored by their organizations. The sponsor assumes responsibility for the payment of the fee and understands that the participant will be free of official duties on days attending the **EXECUTIVE MASTER OF BUSINESS ADMINISTRATION** classes.

____
Signature of Sponsor

____
Title

For Information Call, 214/692-3255

Please return this application by August 31, 1976 to:

Director

Executive Master of Business Administration Program
Southern Methodist University
School of Business Administration
Dallas, Texas 75275