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Series: Bromley, D. Allan, Files
Subseries: Correspondence Files

OA/ID Number: 62012
Folder ID Number: 62012-001

Folder Title:
Invitation: General (1) [5 of 8] [1992]

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"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION-SPEECH DOCUMENT NUMBER: 9202999
ORIGINATOR: 02

****

SPEECH: YES NO

FROM: SCHIAVO, Richard G.: UNIVERSITY OF ROCHESTER

DATE OF EVENT: 03/18/93 THRU: 03/19/93
TENTATIVE DATES:

LOCATION OF EVENT: WASHINGTON, DC

TIME OF EVENT: 8:00 A.M.-5:00 P.M.

SUBJECT: AN INVITATION TO PARTICIPATE IN THEIR EXECUTIVE DEVELOPMENT PROGRAM'S BIENNIAL WASHINGTON D.C. GUEST SPEAKER SERIES.

****

RSVP: 10/21/92

CONTACT PERSON:

CONTACT NUMBER: 716-275-3439

****

INVITATION ACCEPTED? (YES) NO

RPB

****

COPIES TO: INDUSTRIAL

REMARKS: 10.8.92 accepted to Maggie Maraz!

MN

DATE OF LETTER: 09/30/92 DATE RECEIVED: 10/05/92

FILE: P-INVITATION-SPEECH

THE WHITE HOUSE

WASHINGTON

October 9, 1992

Dear Mr. Schiavo:

Thank you for your letter of September 30 inviting me participate in the Executive Development Program's biennial Guest Speaker Series scheduled in March 1993 to be held in Washington, D.C.

With the understanding that it is always possible that Presidential scheduling may force a change in my plans, I would be delighted to accept your invitation.

As the time of the series draws closer, my staff will contact you to work out details for the event.

I am looking forward to the occasion.

Sincerely yours,

D. Allan Bromley
The Assistant to the President
for
Science and Technology

Attachment

Mr. Richard G. Schiavo
Assistant Dean for Executive Programs
and Professorial Lecturer
Simon Graduate School of
Business Administration
University of Rochester
Rochester, New York 14627

2999

SIMON
GRADUATE SCHOOL
OF BUSINESS ADMINISTRATION

Executive Development Program
ROCHESTER • SYDNEY • ROTTERDAM

Rochester: (716) 275-3439
International: (716) 275-2900
Fax: (716) 244-3612

September 30, 1992

Honorable D. Allan Bromley
Assistant to the President for Science and Technology
Old Executive Office Building
17th Street and Pennsylvania Avenue NW
Washington, DC 20506

Dear Honorable Bromley:

We would like to extend an invitation to you to participate in the Executive Development Program's biennial Washington, D.C. Guest Speaker Series. Your participation would be particularly significant because you are a University of Rochester alumnus.

The Executive Development Program is a rigorous two-year MBA program for experienced managers. The 113 individuals now pursuing this course of study hold top and middle management positions with more than 30 organizations in Western New York. Their nomination to participate in the program signals the expectation that they will advance to higher levels of management within their organization. Since the program's inception in 1966, many of our graduates have gone on to senior positions at American Express Company, Carrier Corporation, Chase Lincoln First Bank, Corning Incorporated, Eastman Kodak Company, General Electric, General Railway Signal, IBM, Xerox Corporation and other prominent firms in the Rochester, Buffalo and Syracuse areas.

The two-day Washington, D.C. Guest Speaker Series is an integral part of our executive MBA program. Our curriculum is designed to demonstrate how economic analysis can be used to structure managerial decisions. The insights gained from the Washington, D.C. seminar are intended to help students anticipate those changes in economic policy that will have a significant impact on their firms' operating environments. Specifically, our objectives are to provide:

- An overview of the public policy process and an understanding of how federal actions impact management decisions.
- An improved perspective of how management can incorporate public policy in business planning.
- A useful understanding of how government functions and the role of participants in the process including interest groups, trade associations and lobbyists.

The 1993 Washington, D.C. Guest Speaker Series will be held at the Hyatt Regency—Capitol Hill. Your participation will add an important dimension to our event and will provide a valuable exposure to key individuals from a representative cross section of leading institutions and businesses in New York State. We would like you to consider speaking on either Thursday, March 18, 1993, between 8:00 a.m. and 5:00 p.m. or on Friday, March 19, 1993, between 8:00 a.m. and 12:30 p.m. We suggest a 60 minute

Friday, March 19, 1993, between 8:00 a.m. and 12:30 p.m. We suggest a 60 minute presentation to allow ample time for questions and response. Your remarks, of course, can be informal and will be off the record.

If you have any questions, please contact me at (716) 275-3439. I will call your office in the next few weeks to learn of your decision and to follow-up with any administrative details. Thank you for your consideration.

Sincerely,

Richard G. Schiavo
Assistant Dean for Executive Programs
and Professorial Lecturer

WILLIAM E.

SIMON

GRADUATE SCHOOL
OF BUSINESS ADMINISTRATION

UNIVERSITY OF ROCHESTER

EXECUTIVE DEVELOPMENT PROGRAM

Sponsorship

BULLETIN

WILLIAM E.
SIMON
GRADUATE SCHOOL
OF BUSINESS ADMINISTRATION
UNIVERSITY OF ROCHESTER

1 9 9 3

"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION-SPEECH DOCUMENT NUMBER: 9202998

ORIGINATOR: 02

****

SPEECH: YES NO

FROM: DANFORTH, William: BUSINESS-HIGHER EDUCATION FORUM

DATE OF EVENT: 02/04/93 THRU: 02/06/93
TENTATIVE DATES:

LOCATION OF EVENT: TUCSON, ARIZONA

TIME OF EVENT:

SUBJECT: AN INVITATION TO PARTICIPATE IN THEIR WINTER MEETING BY LEADING A DISCUSSION ON THE PARTICULAR NEEDS AND PROMISE OF RESEARCH INTENSIVE UNIVERSITIES.

****

RSVP: 10/21/92

CONTACT PERSON:

CONTACT NUMBER:

****

INVITATION ACCEPTED? YES NO

ppb

Tentative acceptance.

****

COPIES TO: PCAST

REMARKS: ENCLOSURES TO DR. BROMLEY

DATE OF LETTER: 09/29/92 DATE RECEIVED: 10/05/92

FILE: P-INVITATION

THE WHITE HOUSE

WASHINGTON

October 9, 1992

Dear Bill:

Thank you for your letter of September 29 inviting me to participate in the Saturday morning science and technology discussion on the particular needs and promise of research-intensive universities scheduled for February 1993 to be held in Tucson.

With the understanding that it is always possible that Presidential scheduling may force a change in my plans, I would be delighted to accept your invitation.

As the time of the forum approaches, my staff will contact you to work out details for the event.

I am looking forward to the occasion.

Sincerely yours,

D. Allan Bromley
The Assistant to the President
for
Science and Technology

Dr. William H. Danforth
Chancellor
Washington University
One Dupont Circle - Suite 800
Washington, D.C. 20036

2998

Business-Higher
Education Forum

Executive Committee

William H. Danforth
Forum Chairman (1992-94)
Chancellor
Washington University

Colby H. Chandler
Forum Immediate Past Chairman (Chairman, 1990-92)
Retired Chairman and Chief Executive Officer
Eastman Kodak Company

Rand V. Araskog
Chairman, President and Chief Executive
ITT Corporation

Robert H. Atwell
President
American Council on Education

James K. Baker
Chairman and Chief Executive Officer
Arvin Industries, Inc.

William P. Gerberding
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Massachusetts Institute of Technology

Irvine O. Hockaday, Jr.
President and Chief Executive Officer
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Steven C. Mason
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(1978-1990)*

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(1988-90 Term)
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Edward Donley
(1986-88 Term)
Chairman
Air Products and Chemicals, Inc.

Rev. Theodore M. Hesburgh, C.S.C.
(1984-86 Term)
President
University of Notre Dame

Robert Anderson
(1982-84 Term)
Chairman of the Board and Chief Executive Officer
Rockwell International Corporation

Wesley W. Posvar
(1980-82 Term)
President
University of Pittsburgh

James E. Olson
(1978-80 Term)
Vice Chairman of the Board
AT&T

*affiliation at time of Forum Chairmanship

Don M. Blandin
Forum Director

Judith T. Irwin
Forum Associate Director

September 29, 1992

D. Allan Bromley
Assistant to the President for
Science and Technology
358 Old Executive Office Building
Washington, DC 20500

Dear Allan:

On behalf of the members of the Business-Higher Education Forum, I would like to invite you to participate in our Winter 1993 Meeting. The meeting is scheduled for Thursday evening, February 4, through Saturday evening, February 6, at the Loews Ventana Canyon Resort in Tucson, Arizona.

As you can see from the enclosed preliminary agenda, we have chosen to organize our meeting around the theme of *First Principles: American Priorities in a New Age and a Different World*. Among the specific topics we intend to focus on are: science and technology, especially the convergence of the two; education as it relates both to K-12 and higher education; the federal budget and its role in promoting (or retarding) economic growth; the press and its responsibilities in a democracy; and alliance building opportunities with Japan and Europe.

Specifically, we are writing to ask you to lead the Saturday morning science and technology discussion on the particular needs and promise of research-intensive universities. We suggest using the upcoming PCAST report to address a wide range of issues affecting the future of American science, technology, industrial competitiveness and higher education.

One Dupont Circle Suite 800 Washington, D.C. 20036
Telephone: (202) 939-9345 FAX: (202) 833-4723
In affiliation with the American Council on Education

Among other PCAST members who we expect to attend the meeting are Harold Shapiro and Peter Likins.

We would be pleased if you could join us for the entire meeting. I think you will find the meeting to be a welcome combination of substantive discussion and friendly socializing. Attendance is limited to the Forum's corporate and academic chief executives, their spouses, and a handful of select guests, such as yourself. In addition, we keep the speeches and presentations to a bare minimum — allowing for more give-and-take among participants.

I have asked Forum Director Don Blandin to follow up this letter with a phone call in the near future to see whether you will be able to join us. Please feel free to contact Don or me if you have any questions.

On behalf of the Forum, I hope to welcome you to Tucson.

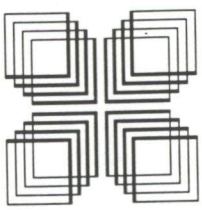
Sincerely,

Bill

William H. Danforth
1992-94 Forum Chairman

Chancellor
Washington University

P.S. Enclosed are some materials to bring you up to date on Forum activities.



BUSINESS-HIGHER
EDUCATION FORUM

"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION DOCUMENT NUMBER: 9202997
ORIGINATOR: 02

****

SPEECH: YES NO

FROM: DEPRTMENT OF HEALTH AND HUMAN SERVICES

DATE OF EVENT: 10/30/92 THRU:
TENTATIVE DATES:

LOCATION OF EVENT: CANNON HOUSE OFFICE BUILDING

TIME OF EVENT: 5:00 P.M.-7:00 P.M.

SUBJECT: AN INVITATION TO A FAREWELL PARTY FOR MICHAEL ASTRUE, GENERAL COUNSEL FOR THE DEPARTMENT OF HEALTH AND HUMAN SERVICES.

****

RSVP: 10/21/92

CONTACT PERSON: CONTE, Linda

CONTACT NUMBER: 202-690-6318

****

INVITATION ACCEPTED? YES (NO) • RPB Conflict (Canada)

****

COPIES TO:

REMARKS: 10.8.92 Regretted to Mind! MN

Though. could be interesting!

DATE OF LETTER: 10/29/92 DATE RECEIVED: 10/05/92

FILE: P-INVITATION

You are cordially invited to a

FAREWELL PARTY

in honor of

THE HONORABLE MICHAEL J. ASTRUE
General Counsel
Department of Health and Human Services

on Friday, October 30, 1992

5 to 7 p.m.

Room 345 Cannon House Office Building

R.S.V.P. to Linda Conte at 202-690-6318

Donations Voluntary ($25 suggested)

A memory book is being compiled for Mike. Please submit items to David Foster, Room 707F, HHH Bldg. 200 Independence Ave., S.W. Washington, D.C. 20201

The Honorable D. Allan Bromley
Assistant to the President for
Science & Technology
The White House
Room 358, OEOB
Washington, DC 20500

"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION DOCUMENT NUMBER: 9203029
ORIGINATOR: 02

****

SPEECH: YES NO

FROM: RUAN, John: THE WORLD FOOD PRIZE FOUNDATION

DATE OF EVENT: 10/12/92 THRU:
TENTATIVE DATES:

LOCATION OF EVENT: DES MOINES, IOWA

TIME OF EVENT: 4:00 P.M.

SUBJECT: AN INVITATION TO ATTEND THE AWARDS CEREMONY FOR EDWARD F. KNIPLING AND RAYMOND BUSHLAND, 1992 LAUREATES OF THE THE WORLD FOOD PRIZE.

****

RSVP: 10/09/92

CONTACT PERSON:

CONTACT NUMBER: 515-245-3785

****

INVITATION ACCEPTED? YES NO

RBB

****

COPIES TO:

Conflict

REMARKS:

DATE OF LETTER: 09/29/92 DATE RECEIVED: 10/08/92

FILE: P-INVITATION

Founded in 1986, The World Food Prize is the foremost international award recognizing outstanding individual achievement in improving the quality, quantity, or availability of food in the world.

The World Food Prize is sponsored by The World Food Prize Foundation, established by John Ruan, and is located in Des Moines, Iowa.

THE WORLD FOOD PRIZE FOUNDATION

JOHN RUAN, CHAIRMAN

and

THE COUNCIL OF ADVISORS OF THE WORLD FOOD PRIZE

cordially invite you and your guest to attend

The Award Ceremony for

EDWARD F. KNIPLING

and

RAYMOND C. BUSHLAND

1992 Laureates of

THE WORLD FOOD PRIZE

Monday, October 12, 1992

at 4:00 p.m.

Marriott Hotel

Third Floor

700 Grand Avenue

Des Moines, Iowa

Cocktail Reception to follow

Ballroom

Marriott Hotel

R.S.V.P. Acceptances Only

(515) 245-3785

"Document Control"

TYPE: ACTION DOCUMENT NUMBER: 9203006
ORIGINATOR: 02 STATUS I DIRECTORATE STATUS

****

FROM: GONIAK, Olivier: LVMH

TO: DR. D.A. BROMLEY

DATE OF CORRESPONDENCE: 09/29/92

SUBJECT: HE IS FORWARDING INFORMATION REGARDING DR. BROMLEY'S ATTENDANCE AT THEIR EVENT.

****

DIRECTORATE ASSIGNED: DIRECTOR'S OFFICE

STAFF ASSIGNED:

ACTION REQUIRED: AS NECESSARY

STAFF ACTION:

****

SENDER'S DUE DATE:

OSTP DUE DATE: 10/08/92 STAFF DUE DATE

DATE COMPLETED: DATE COMPLETED/DEPT:

****

COPIES TO:

****

WHITE HOUSE TRACKING #:

CONTACT PERSON:

PHONE: EXT:

REMARKS:

DAB does not plan to attend!

OSTP RECEIVED: 10/05/92 DEPT RECEIVED:

FILE: P-INVITATION

CENTRAL FILES:

3006

LVMH

MOËT HENNESSY. LOUIS VUITTON

September 29, 1992

Dr. D. Allan Bromley
Assistant to the President
for Science and Technology
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Dr. Bromley:

Pursuant to your conversation with Evan Galbraith, please find enclosed a brief file summarizing the concept and history of the LVMH Science for Art Prize.

This annual international competition is dedicated to promoting the development of science and its impact on artistic or aesthetic creation.

During the five years of existence of the Prize, the United States have been at the forefront in terms of quality and quantity of the submissions. We would like to commemorate this achievement and the dynamism of the U.S. research during the Science for Art Award Presentation which is to be held on October 14 in New York City.

We are honored that you can attend this coming event during which you would receive a commemorative trophy as the official representative of the U.S. scientific community. We would appreciate if you could say a few words, but we leave it up to you.

Please find enclosed the invitation card for the annual Science for Art Award Presentation. We can make a room reservation for you at the Stanhope Hotel, and we will send you later the airplane ticket.

Thanking your for your consideration and looking forward to welcoming you to this event, I remain,

Yours respectfully,

Olivier J. Goniak
Scientific Attaché

Enclosure

LVMH MOET HENNESSY LOUIS VUITTON INC.
TWO PARK AVENUE, SUITE 1830, NEW YORK, NY 10016 • Tel. 212-340-7480 • Fax 212-340-7620

science pour l'art

1992 Science for Art Prize

FLAVOURS, FRAGRANCES AND COLOURS

"Effects and Perceptions"

Toutes nos connaissances ont leur début dans les sens.
Léonard de Vinci

The Honorable Evan G. GALBRAITH
Chairman of
LVMH MOET HENNESSY LOUIS VUITTON INC.

and

Mr. Jean-Pierre MEGNIN
Directeur du Développement de
LVMH - PARIS

Invite _____

to the award presentation for the

VINCI OF EXCELLENCE
of the
1992 SCIENCE FOR ART PRIZE

on Wednesday, October 14th, 1992
6:30 p.m. to 8:30 p.m.

The Stanhope Hotel
995 Fifth Avenue (at 81st Street)
New York, NY 10028

R.S.V.P.
Card enclosed

10/05/92 16:39 FAX 212 340 7620 LVMH INC 003/020

LVMH

MOËT HENNESSY. LOUIS VUITTON

September 28, 1992

Dear Sir / Madam:

The Science for Art Award Presentation, chaired by Ambassador Evan G. Galbraith, will be held on Wednesday, October 14, at the Stanhope Hotel in New York, to honor the 1992 Science for Art Prize laureates, the American finalists and the U.S. scientific community at large.

Now in its fifth year, the international Science for Art Prize covers a wide range of fields, from physico-chemistry and neuroscience to cosmetics and imaging science. Its goal is to emphasize the interactions and synergies between science and art.

The United States have consistently been at the forefront of the Prize both in terms of quality and quantity of the submissions. A special trophy will be presented to D.Allan Bromley to acknowledge this achievement.

Dr. Bromley is the Assistant to the President for Science and Technology at The White House. He will act as the official representative of the U.S. scientific community.

The 1992 Science for Art Prize, with the theme " Flavors, Fragrances and Colors - Effects and Perceptions ", was awarded to two American researchers from Columbia University, Drs. Richard Axel and Linda Buck (now at Harvard Medical School).

They discovered a large family of genes which code for proteins expressed exclusively in the olfactory epithelium, therefore showing that there is a huge diversity of olfactory receptors, several hundreds as compared to only three receptors for color vision. The molecular biological approach of their work unravels the mystery of the sense of smell.

The Presentation will be followed by a buffet reception.

We hope that you can join us and we look forward to meeting you on October 14.

Sincerely,

Olivier J. Goniak
Scientific Attaché

P.S. A reply card is enclosed for your convenience.

LVMH MOET HENNESSY LOUIS VUITTON INC.
TWO PARK AVENUE, SUITE 1830, NEW YORK, NY 10016 • Tel. 212-340-7480 • Fax 212-340-7620

THE SCIENCE FOR ART PRIZE

Created in 1988, the Science for Art Prize rewards annually scientific researchers from all over the world for the impact of their discoveries on artistic or aesthetic creation.

It is dedicated to promoting remarkable scientific insights likely to accelerate creativity in the fields where an alliance between art, science and industry proves possible; as it were, to widen the field of action for aesthetic creation in the field of science.

Each year, the Science for Art Prize centers around a different theme; all themes are broad enough to allow scientists from different fields to participate: physics, chemistry, neuroscience, engineering, mathematics, computer science,... Artists using technical concepts, tools or materials are also encouraged to participate.

Two main Prizes are awarded, each one worth FF100,000: a Scientific Prize, rewarding a work which opens up promising potential for basic or applied research; and an Innovation Prize which takes greater account of industrial and commercial applications.

Decisions are reached by a majority vote of the Jury, comprising international scientists and personalities from the art community, and composed of three groups meeting in New York, Tokyo and Paris.

The Science for Art Prize is part of the research philosophy of a Group focusing on aesthetics and open to collaboration with the international scientific community.

SCIENCE FOR ART PRIZE

LIST OF THE LAUREATES

SCIENTIFIC PRIZE	INNOVATION PRIZE
1992	
Richard AXEL & Linda BUCK (Columbia University, USA & Harvard Medical School, USA)	**Nicolas FRANCESCHINI** (CNRS, France)
1991	
Semir ZEKI (University College, UK)	**Jozsef SZEJTLI** (Cyclolab Co., Hungary)
1990	
Hans KUHN (Max-Planck Institute, Germany)	**Werner OSTERTAG** (BASF Co., Germany)
1989	
Pierre-Gilles DE GENNES (Collège de France, France)	**Jerzy DOBROWOLSKI** (National Research Council, Canada) **& Sueo KAWABATA** (Kyoto University, Japan)
1988	
Benoit MANDELBROT (Yale University & IBM, USA)	**Karl KNOP** (P. Scherrer Institute, Switzerland)

SCIENCE FOR ART PRIZE

CONTRIBUTIONS FROM THE UNITED STATES

LIST OF THE LAUREATES AND THE FINALISTS

1992

Linda BUCK	Harvard Medical School
& Richard AXEL	Columbia University
Edward BOYSE	University of Arizona
Dorothea JAMESON	University of Pennsylvania
Jiri JANATA	Battelle Pacific Northwest Laboratories
Frank MARGOLIS	Roche Institute of Molecular Biology
Braja MOOKHERJEE	International Flavors & Fragrances, Inc.
Lubert STRYER	Stanford University

1991

John DESIMONE	)
& Gerard HECK	) Virginia Commonwealth University
Walter FREEMAN	University of California Berkeley
Bert MENCO	Northwestern University
Susan SCHIFFMAN	Duke University
Norman SINGER	The Nutrasweet Co.

1990

Joseph DEMUTH	IBM T.J.Watson Research Center
Patrick GUIRE	Bio-Metric Systems, Inc.
Arthur HUBBARD	University of Cincinnati
Frank MARCO	)
& William PASCOE	) Milliken Research Corp.

1989

Jack FEINBERG	University of Southern California
Jacob ISRAELACHVILI	University of California Santa Barbara
Egon MATIJEVIC	Clarkson University
Julio OTTINO	Northwestern University

1988

Benoit MANDELBROT	Yale University & IBM Watson Research Center
Joe MASKAKY	Eastman Kodak Co.

1992 SCIENCE FOR ART PRIZE

"FLAVORS, FRAGRANCES AND COLORS"

"Effects and perceptions"

This Prize was dedicated to several of our senses: taste, olfaction and vision. The improvement of the physical or chemical properties of matter to create a sensory effect and the understanding of the mechanisms of the sensory perceptions were covered by the theme of the Prize.

Scientific Prize:
The Scientific Prize was awarded to **Linda BUCK** (Harvard Medical School, Boston, MA, USA) and to **Richard AXEL** (Columbia University, New York, NY, USA). These neuroscientists, when at Columbia University, discovered a large family of genes coding for proteins expressed in the olfactory epithelium and showed the complexity and specificity of olfaction system. This breakthrough at last reveals the secret of the sense of smell.

Innovation Prize:
The Innovation Prize was awarded to **Nicolas FRANCESCHINI** (CNRS Marseille, France), a specialist of the visual perception system, for developing a robot whose sophisticated visual system mimicks the one of the fly. This neurocybernetic work was based on detailed physiological analyses of vision such as color perception and the detection of motion.

Several artists contributed to this exchange between the world of art and the world of science:

Shunsho MACHI, a Japanese master of Haiku, the ancient art of short hand-written poems associated to drawings, along with the French creator of the drawings **Philippe CARPENTIER**,
Bernard QUENTIN, the French painter and sculptor influenced by scientific concepts such as the Big Bang,
Edmond ROUDNITSKA, probably the greatest fragrance creator of the century, and
Jean CORTOT, a famous French illustrator inspired by botany.

Attached are detailed abstracts of the works of the Scientific Prize and Innovation Prize laureates, along with the list of the Jury members of the 1992 Science for Art Prize.

THE MOLECULAR BASIS OF OLFACTORY PERCEPTION

Linda BUCK & Richard AXEL

In vertebrate sensory systems, peripheral neurons respond to environmental stimuli and transmit these signals to higher sensory centers in the brain where they are processed to allow the discrimination of complex sensory information. Mammals possess an olfactory sensory system of enormous discriminatory power. Humans, for example, are capable of distinguishing among thousands of distinct odors. The specificity of odor recognition is emphasized by the observation that even subtle alterations in molecular structure of an odorous substance can lead to profound changes in perceived odor quality. How is the diversity and specificity of olfactory perception accomplished? The detection of chemically-distinct odors presumably results from the association of odorants with specific receptors on olfactory neurons which reside in specialized epithelium in the nose. The brain must distinguish which receptors or which neurons have been activated to allow the discrimination between different odorant stimuli. These observations pose two interesting questons: what mechanisms have vertebrates evolved to allow the recognition of this huge array of odorant molecules, and how does the brain know wath the nose is smelling? Insignt into these problems is likely to depend upon the isolation and characterization of the oforant receptors expressed in the nose. To address the problem of olfactory perception at the molecular level, Linda Buck and Richard Axel have cloned and characterized several members of an extremely large and novel gene family likely to encode a diverse array of odorant receptors.

Cloning the Genes Encoding Odorant Receptors.

The experimental design that Buck and Axel employed to isolate the genes encoding odorant receptors was based upon three assumptions: first, the odorant receptors are likely to belong to the superfamily of structurally-related receptor proteins that transduce intracellular signals by coupling to GTP-binding proteins (G-proteins). Second, the large number of structurally-distinct odorous molecules suggest that odorant receptors themselves should exhibit significant diversity and are therefore likely to be encoded by a multigene family. Third, expression of the odorant receptor should be restricted to the olfactory epithelium. To identify molecules in the olfactory epithelium that resemble members of the G-protein-coupled seven transmembrane domain superfamily, homologs of this gene superfamily were amplified from olfactory epithelium RNA using the polymerase chain reaction (PCR). Buck and Axel then used restriction enzyme digestion to ask whether any of the PCR products obtained consisted of a mixture of DNA sequences consistent with the amplification of members of a multigne family. In this manner, they identified a multigene family that encodes a large family of proteins belonging to the seven transmembrane domain receptor superfamily and whose expression is restricted to the olfactory epithelium.

.../...

Receptor Structure and the Specificity of Odor Recognition

The nucleotide and deduced protein sequence of several different cDNAs defines a novel multigene family whose expression is restricted to the olfactory epithelium. The olfactory proteins they have identified are clearly members of the superfamily of receptors that traverse the membrane seventimes. This family of olfactory proteins can be further divided into several different subfamilies that exhibit significant sequence divergence whithin the transmembrane domains. Experiments with other members of the seven transmembrane domain receptor superfamily suggest that ligand binds to its receptor within the plane of the membrane such that the ligand contacts many, if not all, transmembrane helices. These observations suggest a model in which each of the individual olfactory receptor subfamilies encodes receptors that bind to odorants of widely different molecular structures. Within a given subfamily, however, the sequence differences are far less dramatic and are often restricted to a small number of residues. The members of the subfamily may therefore recognize more subtle variations among odor molecules of a given structural class. Thus, this gene family exhibits features which are well suited for the detection of a diverse array of structurally distinct odors.

How Large is the Multigene Family?

How many structurally distinct odors can an organism detect, and how large is the receptor gene family? The size of the receptor repertoire is likely to reflect the range of detectable odors and the degree of structural specificity exhibited by the individual receptors. It has been estimated that humans can identify over ten thousand structurally distinct odorous ligands. This does not necessarily imply, however, that humans possess an equally large repertoire of odorant receptors since it is possible that individual receptors are capable of associating with several structurally related ligands. Buck and Axel have provided a minimum estimate of the size of repertoire of the putative odorant receptors of the rat. Screens of genomic libraries with mixed probes consisting of divergent family members detect approximately two hundred positive clones per genome. The present estimate reflects a lower limit since it is likely that the probes used do not detect all possible subfamilies. Moreover, they have recently demonstrated that many of these genes are linked such that a given genomic clone may contain multiple genes. It therefore is likely that the actual size of the gene family is considerably higher and this family of putative odorant receptors could constitute one of the largest gene families in the genome. These observations provide a possible solution to the problem of how vertebrates can recognize a vast array of odorants. The characterization of a large multigene family encoding putative odorant receptors suggests that the olfactory system utilizes a far greater number of receptors than the visual system. Color vision, for example, allows the discrimination of several hundred hues, but is accomplished by only three different photoreceptors. Rather, olfactory perception probably employs an extremely large number of receptors each capable of recognizing a small number of odorous lignads.

.../...

Receptor Diversity and the Central Processing of Olfactory Information.

How then does the brain distinguish which receptors or which neurons have been activated to allow the discrimination between different odorant stimuli? In other sensory systems, such as vision and touch, neurons in the brain are organized in a topographic map which identifies the position of a sensory stimulus. Thus, the position of a given neuron in the brain is used to define the location of a sensory stimulus within the external environment. Olfactory processing does not extract spatial features of the odorant stimulus. Relieved of the necessity to encode information about the spatial localization of a sensory stimulus, the olfactory system may use spatial segregation of sensory input solely to encode the identity of the stimulus itself. Recent data utilizing the receptor genes as molecular probes, taken together with prior electrophysiologic data, suggests a model of olfactory processing in which sensory neurons expressing distinct odorant receptors all project to a restricted region within the olfactory bulb, the first relay station in the brain. In this instance, the discrimination of odors would be a conseguence of the position of second order neurons in the olfactory bulb, such that spatially-localized groups of neurons would preferentially respond to different odorants. Thus, the molecular identification of the genes encoding a large family of olfactory receptors has provided initial insight into the logic of olfactory processing in the mammalian brain.

The logic of olfactory perception emerging from these studies is consistent with the central role of olfactory sensory processing in behavior. These studies suggest that olfaction may differ from other sensory systems, and that multiple genes are required in the periphery to detect multiple, sensory modalities associated with olfaction. As such, the peripheral sensory cells are "information-rich;" a great deal of the information processing may be performed in the periphery such that olfactory sensory perception may require less integration in higher order centers in the brain. Finally, the isolation of this novel multigene family may ultimately help permit an understanding of the way in which olfactory cues govern behaviors in lower animals, and the possible role of olfactory sensory perception in human behavior.

SMART SENSORS : NATURAL AND SYNTHETIC

(From animal vision to robot vision and back again)

Nicolas FRANCESCHINI

The panoramic visual system of the fly comprises an array of 6000 lenslets that collect visual information for the underlying nervous system. This system itself constitutes a sophisticated image processor which is built out of one million neurons driven by the electrical signals from 48000 ultrasensitive photoreceptor cells. Tewenty years ago we developed special microscopical techniques and succeeded in making thes cells individually accessible in the live and intact animal. This was for us the start of a long series of interdisciplinary studies which now make the compound eye of the fly a unique model for anlyzing information processing in a sensory system at the single cell level.

The housefly is an agile aircraft carrying the million neurons ofits visual system swiftly through most unpredictable environments. This self-contained creature whose sensors and actuators are linked by non-trivial interfaces epitomizes general problems in sensory-motor control, with a potential of uniting some studies common to natural and artificial intelligence.

Initially our research was purely fundamental in scope, the main goal being to study interactions in the neural network of the insect compound eye in order to understand how visual input is processed step-by-step to generate animal behavior. However, the detailed knowledge we recently acquired about signal processing in the highly miniaturized compound eye of the fly (using microelectrode recording from single neurons associated with microscopical stimulation of the photoreceptor mosaic) led us to the design and construction of an artificial visual system which can steer an autonomous vehicle in complex and cluttered environments. This technological spin-off was itself followed by a rich feedback towards the physiology of the visual system, not the least by the discovery that flies are equipped with a refined mechanism for moving their gaze binocularly -- like humans -- in spite of the rigid optics of their compound eyes.

.../...

Our results not only illustrate one application of research in Sensory Perception -- one of the very few applications where the logic of a real neural network has been directly copied from nature -- but also underline the benefit which can be gained from Robotics and Artificial Intelligence towards studies of animal sensory perception. Living and non-living sensory systems have to strive against common nuisances of the real world and they have to solve common problems. Some of the problems we started to tackle in the fly, such as colorvision and motion perception are extremely challenging and reputedly difficult to implement in artificial visual systems. Our results on the visual system of a humble creature, followed by the design of an artificial visual system which controls behavior underscores the advantage of studying both natural and artificial sensory systems within one and the same laboratory. This multidisciplinary approcach readily permitted us to achieve a fruitful cross-fertilization of three basic disciplines of Sensory Perception : Physics, Neurobiology and Artificial Intelligence

MEMBERS OF THE JURY

The Jury for the "Science for Art Prize" is composed of international figures in the science and arts world, within three groups meeting in Paris, New York and Tokyo.

Depending on the theme selected, each year brings together specialists from various disciplines who are in a position to judge highly scientific works. For the 1992 Prize, the Jury was made up of, for example, eminent spécialists in neurosciences, chemistry, physico-chemistry, material science, cosmetology, ink, paint or food industry, etc.

PARIS

Jacques Adda
Research Director, National Institute of Agricultural Research, Paris

Hervé Arribart
R&B Department, Saint-Gobain Recherche

André Berkaloff
Research Director, National Institute of Agricultural Research, Paris

Guy Bouchier
Faculty of Dental Surgery, Paris

Françoise Brochard
Laboratory of Condensed Matter Physics, Collège de France

Jacques Damagnez
Research Director, Ministry of Research and Technology, Paris

Gilbert Delcroix
Scientific Adviser for the Conservation and Restoration of the Cultural Heritage

Lothar Dulog
Professor at the University of Stuttgart, Director of the Institute for Paints and Pigments

Thierry GAUDIN
Director, CPE, Ministry of Research, Paris

Etienne Guyon
Professor at the Paris Sud University, Director of the Ecole Normale Supérieure

André Holley
Professor, University of Lyons, Lyons

Roël Keuning
Professor, University of Wageningen, Wageningen

Hans Kuhn
Professor, University of Munich & university of Marburg

Alain Meybeck
Deputy Director, LVMH Research

Pierre Perrier
Director of the Parfums Christian Dior Laboratories

Pierre Piganiol
Former Research and Technology General Deputy to the Prime Minister

Hans Pulker
Professor, Dietetic Basic Research, Balzers, Liechtenstein

Francis Rondelez
Director of Research, CNRS, University Paris VI

Jacques Schultz
Professor at the University of Upper Alsace, Director of the Centre for Research on the Physico-Chemistry of Sold Surfaces, CNRS Mulhouse

Jürg Solms
Professor, Polytechnical School, Zurich

Semir Zeki
Professor, University College, London & Fellow, Royal Academy

NEW YORK

Robert E. Baier
Professor, State University of New York, Buffalo

William S. Cain
Professor, John B. Pierce Foundation Laboratory, New Haven

Daryl B. Lund
Professor & Dean, Cook College, Rutgers University, Piscataway

Benoît Mandelbrot
Professor at Yale University, Member of the American Academy of Arts and Sciences, and of the National Academy of Sciences of the United States, IBM Fellow, Winner of the 1988 "Science for Art" Scientific Prize

Vernon B. Mountcastle
Professor, School of Medicine, Johns Hopkins University, Baltimore

Richard E. Riman
Assistant Professor, Center for Ceramic Research, Rutgers University, Piscataway

P. Somasundaran
Professor, Chairman, Department of Mineral Engineering, Henry Krumb School of Mines, Columbia University, New York

Claude Wolff
Counselor for Science & Technology, French Embassy, Washington

TOKYO

Takeshi Amari
Professor, Department of Image Science and Technology, Faculty of Engineering, Chiba University, Chiba

Keishi Amano
Professor, Tokyo Fishery University

Yioshiaki Iwamura
Professor, Department of Physiology, Toho University, Tokyo

Sueo Kawabata
Professor, Department of Polymer Chemistry, Faculty of Engineering, Kyoto University, Kyoto
Winner of the 1989 "Science for Art" Innovation Prize

Katsuhiko Nakamae
Professor, Department of Industrial Chemistry, Faculty of Engineering, Kobe University, Kobe

Hudeo Sakata
Professor, Nihon University, Tokyo

Toyohiko Yoshida
Professor, Chemical Group, Institute of Vocational Training, Kanagawa

Masayasu Sato
Professor, Director the Brain Science Foundation, Tokyo

Tei Yamanishi
Professor, Tokyo Women's University, Tokyo

Tsuguo Yamaoka
Professor, Department of Image Science & Technology, Chiba University, Chiba

1991 SCIENCE FOR ART PRIZE

"MATTER AND THE SENSES"

"The relationship between the composition or morphology of matter and sensory effects"

Opening new and wide areas of research, this Prize was dealing with the scientific discovery of our sensory perceptions, in relation with either the human senses such as vision, taste or olfaction, or the matter where the sensory effect originates.

Scientific Prize:
The Scientific Prize was awarded to **Semir ZEKI** (University College, United Kingdom) for his groundbreaking work in the visual perception. He has demonstrated that different areas of the brain undertake different visual tasks such as color, shape and motion and analyzed them in their complexity. His work shed a new light on the mechanisms of visual perception and on the processing of signals from our sensors to the brain.

Innovation Prize:
The Innovation Prize was awarded to **Jozsef SZEJTLI** (Cyclodextrin Laboratory, Hungary) who researched the use of cyclodextrins in encapsulating unstable or insoluble molecules. Potential application of his work span the industries of pharmaceuticals, food and cosmetics production.

Special mentions went to **Jean-Louis MAUBOIS** (France) and **Jean-Claude GUILLOTEAU** (France) for the development and production of cheese using the ultra-filtration process; to **Bernard CHEVASSUS** (France) for the application of biological methods in the development of big and tasty sterile brown trouts; to **Jacques MONESTIER** (France) for creating a technically and artistically remarkable mechanical hand.

Three world-famous artists brought their talent to pay homage to the laureates at the Awards Ceremony in Paris:

Balthazar KLOSSOWSKI DE ROLA, the great French painter better known as **BALTHUS**,
Sakaida KAKIEMON XIV, the heir of the most famous dynasty of traditional Japanese ceramists, and
GOUDJI, the Paris-based Georgian silversmith.

1990 SCIENCE FOR ART PRIZE

"APPLICATION OF MATTER ON A SURFACE"

**"Physicochemical phenomena,
Processes of deposit
and aesthetic effects"**

This Prize concerned studies or innovations related to the application of fluids or powders on surfaces in order to achieve aesthetic effects, mainly visual or tactile. The innovation could relate to phenomena such as flowability, projection, spreading, film formation, adhesion or surface deposition.

Scientific Prize:

The Scientific Prize was awarded to **Hans KUHN** (Switzerland) for his wide-ranging theoretical studies from the properties of monomolecular layers to the energy interactions in complex molecules, interactions which may constitute the transition from inert to living matter. His work has led to important advances in the technology of organic film deposits and to a profound understanding of the complex physicochemical interactions linking color to molecular structure.

Innovation Prize:

The Innovation Prize was awarded to **Werner OSTERTAG** (BASF, Germany) for the development and manufacture of a new type of interference pigment consisting of aluminium particles covered by a thin layer of iron oxide. These stable and non-toxic pigments have remarkable aesthetic and optical properties, making them of the greatest interest to industries related to the decorative arts.

Three well-known artists were particularly associated to the 1990 Prize Ceremony:

Setsuko KLOSSOWSKA DE ROLA, the Japanese painter and wife of the world-famous painter BALTHUS,
Alev SIESBYE, the Turkish ceramist, and
Itchiku KUBOTA, the great Japanese master of Tsujigahana (the art of kimono printing).

1989 SCIENCE FOR ART PRIZE

"TEXTURES AND INTERFACES"

"Tactile, visual and technical effects"

The Prize was dedicated to the best scientific survey and the most innovative technical process dealing with the creation or the improvement of a sensory - tactile or visual - effect using the surface or the interface of solids or fluids, leading to an aesthetic or technical appeal.

Scientific Prize:

The Scientific Prize was awarded to **Pierre-Gilles DE GENNES** (Collège de France, France) for his determining work in the physics of surfaces and interfaces. His work led to significant advances in the comprehension of phenomena such as wetting and spreading which play an important role in art, especially in painting, glazing and printing. DE GENNES received the Nobel Prize in Physics in 1991.

Innovation Prizes:

The Innovation Prize was awarded to **Jerzy A. DOBROWOLSKI** (National Research Council, Canada) for developing interference multilayer optical coatings which produce the same iridescence as some bird feathers or even soap bubbles. This sophisticated system precludes any photographying or photocopying, therefore making it an excellent tool to combat counterfeiting.

The Innovation Prize was awarded (ex aequo) to **Sueo KAWABATA** (Kyoto University, Japan) for his research on the mechanical properties of solid polymers and fibrous materials. After determining their characteristics, he developed instruments that are now used throughout the world and that translate the "feel" of a fabric into objective data.

Two candidates received a special artistic distinction for having intimately combined in their work artistic virtuosity and technological innovation:

Showzi TSUKAMOTO (Japan), for his scintillating lacquer and titanium creations, and
Oscar REUTERSVÅRD (Sweden), famous for the geometric magic of his "impossible figures".

1988 SCIENCE FOR ART PRIZE

"APPEARANCE OF MATERIALS"

"Creation of visual effects through chemical innovation"

This Prize was aimed at scientific or technical works dealing with the creation of visual effects, through chemical or simulation techniques exploiting new scientific insights and approaches. The creation of visual effects, through the interaction of light and matter, has potential applications in a large number of industries and arts.

Scientific Prize:
The Scientific Prize was awarded to **Benoît B. MANDELBROT** (IBM Watson Research Center and Yale University, USA), father of the fractal mathematics. He was the initiator of this new geometry tool whose mathematical language has a key role in various new scientific theories, and whose images have a mysterious beauty, intimately linking art and science.

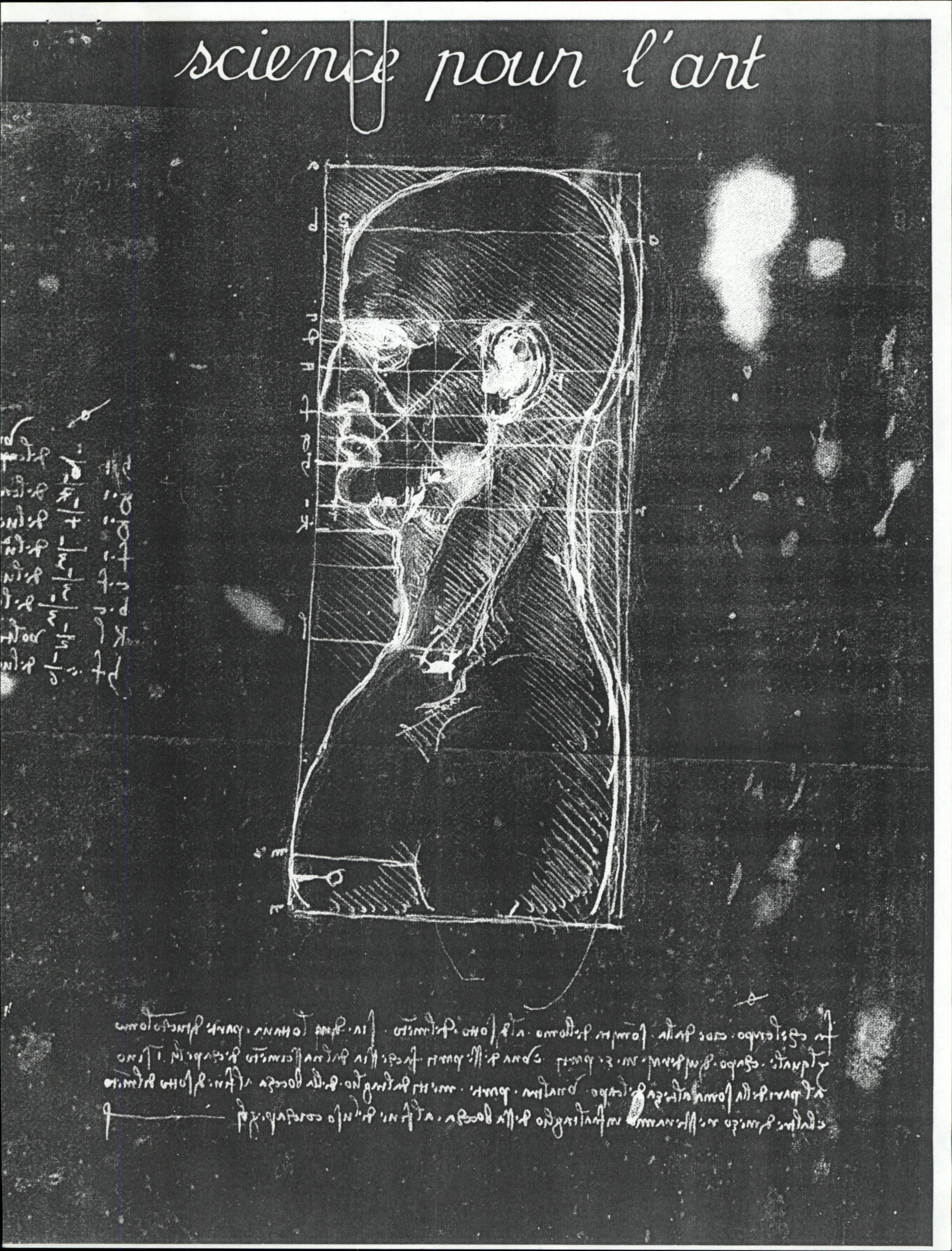
Innovation Prize:
The Innovation Prize was awarded to **Karl KNOP** (P. Scherrer Institute, Switzerland) for his work on the generation and reproduction of pigmentless color images by the differential diffraction of light from relief surfaces.

In order to bridge the gap between scientific endeavour and artistic creation, a special honorable mention was awarded to two "technical artists": **Daniel DE MONTMOLLIN** (France) for his technique utilizing ash enamels to create special artistic effects, and to **Pietro PEDEFERRI** (Italy) who has mastered the artistic use of titanium oxides based on a profound knowledge of electrochemical processes.

Three artists were associated to this Prize for their interest in the application of scientific techniques to the creation of artistic products:

Fance FRANCK, the American ceramist,
GOUDJI, the Georgian sculptor and silversmith, and
OHNISHI, the famous Japanese lacquer artist.

science pour l'art



"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION DOCUMENT NUMBER: 9203000
ORIGINATOR: 02

****

SPEECH: YES NO

FROM: ANDREANI, Jacques and WOLFF, Claude: EMBASSY OF FRANCE

DATE OF EVENT: 10/15/92 THRU:
TENTATIVE DATES:

LOCATION OF EVENT: EMBASSY OF FRANCE

TIME OF EVENT: 6:30 P.M.-8:30 P.M.

SUBJECT: AN INVITATION TO A COCKTAIL RECEPTION IN HONOR OF PHILIPPE ZELLER, MINISTRY OF FOREIGN AFFAIRS.

****

RSVP: 10/09/92

CONTACT PERSON:

CONTACT NUMBER: 202-944-6249

****

INVITATION ACCEPTED? YES (NO)

RPB DOB

****

COPIES TO: INTERNATIONAL/POL

REMARKS: 10.7.92
Regretted to Renee. m v

Cote Conflict

Cast of Thousands. I'll be going.

DATE OF LETTER: 10/05/92 DATE RECEIVED: 10/05/92

FILE: P-INVITATION

In honor of ***Mr. Philippe ZELLER,*** *Director for the Development and Scientific, Technical and Educational Cooperation, at the Ministry of Foreign Affairs*

Jacques ANDREANI
Ambassador of France
Claude WOLFF
Counselor for Science and Technology
and the
Attachés for Science and Technology

request the pleasure of the company of

Dr. Allan BROMLEY and Mrs.

at a ***cocktail on Thursday, October 15, 1992***
from ***6:30 pm to 8:30 pm***

rsvp
(202) 944-6249
Invitation required for entry
informal

Maison Française
Embassy of France
4101 Reservoir Road, N.W
Washington, D.C. 20007

"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION DOCUMENT NUMBER: 9202994
ORIGINATOR: 02

****

SPEECH: YES NO

FROM: BURNEY, Derek and Mrs.: THE AMBASSADOR OF CANADA

DATE OF EVENT: 10/05/92 THRU:
TENTATIVE DATES:

LOCATION OF EVENT: THE CANADIAN EMBASSY

TIME OF EVENT: 7:00 P.M.

SUBJECT: AN INVITATION TO ATTEND A DINNER AND FILM.

****

RSVP: 10/05/92

CONTACT PERSON:

CONTACT NUMBER: 202-682-7739

****

INVITATION ACCEPTED? YES NO

****

COPIES TO:

Dr. Bromley did attend. Please close out.

REMARKS:

DATE OF LETTER: 10/02/92 DATE RECEIVED: 10/02/92

FILE: P-INVITATION

2994

Film "Why Shoot the Teacher"

The Ambassador of Canada

and Mrs. Burney

request the pleasure of the company of

Dr. Bromley

at dinner and film

on Monday, October 5

at seven o'clock

To Remind

R.S.V.P.

682-7739

Informal

The Embassy of Canada

501 Pennsylvania Ave. N.W.

Parking at Embassy garage of "C" Street

3/18 or 3/19

THE WHITE HOUSE

WASHINGTON

October 9, 1992

Dear Mr. Schiavo:

Thank you for your letter of September 30 inviting me participate in the Executive Development Program's biennial Guest Speaker Series scheduled in March 1993 to be held in Washington, D.C.

With the understanding that it is always possible that Presidential scheduling may force a change in my plans, I would be delighted to accept your invitation.

As the time of the series draws closer, my staff will contact you to work out details for the event.

I am looking forward to the occasion.

Sincerely yours,

D. Allan Bromley
The Assistant to the President
for
Science and Technology

Change to No
RBB
12/11/92

Attachment

Mr. Richard G. Schiavo
Assistant Dean for Executive Programs
and Professorial Lecturer
Simon Graduate School of
Business Administration
University of Rochester
Rochester, New York 14627

"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION-SPEECH DOCUMENT NUMBER: 9202999
ORIGINATOR: 02

****

SPEECH: YES NO

FROM: SCHIAVO, Richard G.: UNIVERSITY OF ROCHESTER

DATE OF EVENT: 03/18/93 THRU: 03/19/93
TENTATIVE DATES:

LOCATION OF EVENT: WASHINGTON, DC

TIME OF EVENT: 8:00 A.M.-5:00 P.M.

SUBJECT: AN INVITATION TO PARTICIPATE IN THEIR EXECUTIVE DEVELOPMENT PROGRAM'S BIENNIAL WASHINGTON D.C. GUEST SPEAKER SERIES.

****

RSVP: 10/21/92

CONTACT PERSON:

CONTACT NUMBER: 716-275-3439

****

INVITATION ACCEPTED? (YES) NO

RMB

****

COPIES TO: INDUSTRIAL

REMARKS: 10.8.92 accepted to Maggie Maraz/
MN

DATE OF LETTER: 09/30/92 DATE RECEIVED: 10/05/92

FILE: P-INVITATION-SPEECH

SIMON
GRADUATE SCHOOL
OF BUSINESS ADMINISTRATION

Executive Development Program
ROCHESTER • SYDNEY • ROTTERDAM

Rochester: (716) 275-3439
International: (716) 275-2900
Fax: (716) 244-3612

September 30, 1992

Honorable D. Allan Bromley
Assistant to the President for Science and Technology
Old Executive Office Building
17th Street and Pennsylvania Avenue NW
Washington, DC 20506

Dear Honorable Bromley:

We would like to extend an invitation to you to participate in the Executive Development Program's biennial Washington, D.C. Guest Speaker Series. Your participation would be particularly significant because you are a University of Rochester alumnus.

The Executive Development Program is a rigorous two-year MBA program for experienced managers. The 113 individuals now pursuing this course of study hold top and middle management positions with more than 30 organizations in Western New York. Their nomination to participate in the program signals the expectation that they will advance to higher levels of management within their organization. Since the program's inception in 1966, many of our graduates have gone on to senior positions at American Express Company, Carrier Corporation, Chase Lincoln First Bank, Corning Incorporated, Eastman Kodak Company, General Electric, General Railway Signal, IBM, Xerox Corporation and other prominent firms in the Rochester, Buffalo and Syracuse areas.

The two-day Washington, D.C. Guest Speaker Series is an integral part of our executive MBA program. Our curriculum is designed to demonstrate how economic analysis can be used to structure managerial decisions. The insights gained from the Washington, D.C. seminar are intended to help students anticipate those changes in economic policy that will have a significant impact on their firms' operating environments. Specifically, our objectives are to provide:

- An overview of the public policy process and an understanding of how federal actions impact management decisions.
- An improved perspective of how management can incorporate public policy in business planning.
- A useful understanding of how government functions and the role of participants in the process including interest groups, trade associations and lobbyists.

The 1993 Washington, D.C. Guest Speaker Series will be held at the Hyatt Regency—Capitol Hill. Your participation will add an important dimension to our event and will provide a valuable exposure to key individuals from a representative cross section of leading institutions and businesses in New York State. We would like you to consider speaking on either Thursday, March 18, 1993, between 8:00 a.m. and 5:00 p.m. or on Friday, March 19, 1993, between 8:00 a.m. and 12:30 p.m. We suggest a 60 minute

Friday, March 19, 1993, between 8:00 a.m. and 12:30 p.m. We suggest a 60 minute presentation to allow ample time for questions and response. Your remarks, of course, can be informal and will be off the record.

If you have any questions, please contact me at (716) 275-3439. I will call your office in the next few weeks to learn of your decision and to follow-up with any administrative details. Thank you for your consideration.

Sincerely,

Richard Schiavo

Richard G. Schiavo
Assistant Dean for Executive Programs
and Professorial Lecturer

THE WHITE HOUSE

WASHINGTON

December 16, 1992

Dear Mr. Schiavo:

I am very sorry to have to tell you that, even though I initially accepted your kind invitation to participate in the Guest Speaker Series scheduled to be held in March 1993 in Washington, D.C. I must cancel my visit. I will be returning to Yale in mid-January and plan to assess my future options.

With all best wishes for a happy holiday season.

Sincerely yours,

D. Allan Bromley.

D. Allan Bromley
The Assistant to the President
for
Science and Technology

Mr. Richard G. Schivo
Assistant Dean for Executive Programs
and Professorial Lecturer
Simon Graduate School of
Business Administration
University of Rochester
Rochester, New York 14627

IVE DEVELOPMENT P

WILLIAM E.

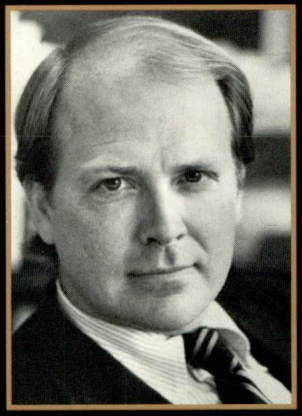
SIMON

GRADUATE SCHOOL
OF BUSINESS ADMINISTRATION

UNIVERSITY OF ROCHESTER

1992 - 1993

TER ■ SYDNEY ■ ROT



"Executives in today's rapidly changing world of international business will not always know in advance or be able to predict the impact that changes and problems will have on their organizations. But they must be able to respond quickly to and solve complex, multidisciplinary problems. In this context, the Simon School's Executive Development Program prepares executives to think in terms that transcend national boundaries, cultural diversity and time. Through real-world applications and first-rate teaching, our faculty brings its latest research to life in the classroom. The Simon approach continues to successfully prepare executives to analyze and meet the challenges of the future."

CHARLES I. PLOSSER
Acting Dean and Fred H. Gowen Professor of Economics and Finance

BENEFITS FOR PARTICIPANTS

Earn an MBA degree without interrupting your career.

■

Develop the managerial skills required for broader corporate responsibilities.

■

Profit from classes with a balanced emphasis on individual and team study groups.

■

Apply classroom work to immediate work situations and vice versa.

■

Exchange ideas with executives from diverse corporate backgrounds.

■

Maximize your potential with a challenging curriculum structured to build from one course to another in a logical manner.

■

Interact with the dynamic faculty of one of the nation's premier business schools.

■

Learn sophisticated analytical tools while gaining a full range of business disciplines.

■

Receive global insight from the Simon School's operations in the Pacific Rim and Europe.

BENEFITS TO SPONSORING FIRMS

Promising executives develop analytical skills and innovative management concepts that immediately impact your organization's investment in new products and cost-reduction programs.

■

Exposure to the varied functional aspects of an organization helps participants attain a broader corporate perspective that enhances their contribution.

■

Cost-effective incentive to reward and retain superior middle and upper level managers.

■

One day a week format maintains work continuity.

■

Concepts developed in the program are applied to daily challenges at work.

■

Students learn how to develop efficient and effective organizational processes that impact your bottom line.

■

Experiences exchanged with executives from other corporate backgrounds bring fresh ideas to your organization.

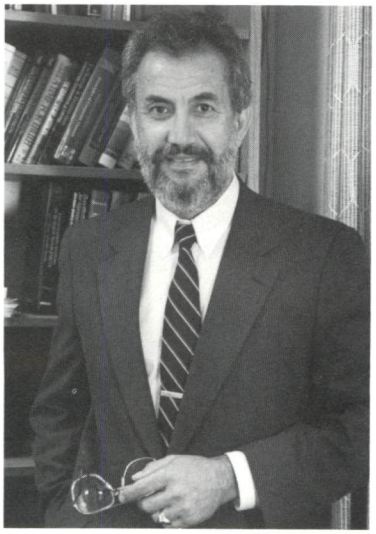
■

Opportunity for global perspective through the Simon School's MBA programs in Australia and the Netherlands.

■

Proven record of service and achievement for more than 600 executives and their sponsors over more than two decades.

SKILLS FOR SUCCESS



As the dawn of a new century approaches, American corporations are competing in an increasingly complex global environment. ■ Developing superior managers who are able to thrive in the productivity-conscious corporate culture of the 90s and beyond is the goal of the Simon School Executive M.B.A. program. ■ Operating on three continents, the Simon program is unique in that it:

- provides business executives with the financial analytical skills necessary to compete on a global scale;
- encourages intensive interaction with a multi-talented faculty and carefully selected classmates in intimate study groups and;
- integrates a logical sequence of programs vital to learning the managerial process and dealing systematically with business issues.

Simon School Executive M.B.A. graduates have the skills to effectively deal with the increasing velocity of sociological, technological, environmental, economic and political change. ■ This growth takes place within an entrepreneurial context that both broadens their perspective and exposes them to the full range of skills necessary to manage innovation.

More than two decades of close relations with major United States corporate sponsors attest to our commitment to developing superior managers armed with the skills necessary to meet the challenges of the 21st Century. ■ We welcome the opportunity to meet with you personally and to discuss in detail how the program will enhance your career and benefit your corporation. ■ ■ ■

Richard G. Schiavo
Assistant Dean for Executive Programs and Professorial Lecturer

SIMON FELLOWS

THE EXECUTIVE DEVELOPMENT PROGRAM OF MANAGEMENT EDUCATION IS SPECIFICALLY DESIGNED TO PERMIT ORGANIZATIONS TO INVEST IN MANAGERIAL CAPITAL. ■ THE PROGRAM ADDRESSES THE NEEDS OF THE POTENTIAL GENERAL MANAGER AND BROADENS THE MANAGERIAL PERSPECTIVE OF THE FUNCTIONAL MANAGER. ■ THE OBJECTIVE IS TO PREPARE MANAGERS TO EFFECTIVELY DEAL WITH THE PROBLEMS OF THE FUTURE. ■ ■ ■

For two intensive years of instruction, participating organizations sponsor men and women whose careers have shown considerable growth and development and who currently hold important management positions. The program complements the proven skills of these individuals. It teaches them how to use the analytical disciplines of management science as tools to structure and thus effectively solve problems. Further, an analytical foundation enables them to evaluate and apply research in the social and management sciences.

Unlike conventional MBA programs which involve concentrated study in one or two functional areas such as finance or marketing, the curriculum of the Executive Development Program contains an integrated sequence of courses aimed at a balanced study of all the business functions. Each EDP class moves through the course of study together, and class members share the same educational experiences for two years.

EDUCATION FOR EXECUTIVES

Simon Fellows come to the EDP from industry, the military and the not-for-profit and public sectors. Many Fellows possess advanced degrees in the social and physical sciences, engineering, law, medicine, urban planning and statistics. This diversity enhances the overall education of everyone in the program.

Intensive interaction with a multi-talented faculty and carefully selected classmates enables participants to improve their procedures for making decisions. Study groups are formed as each class begins the program. These small groups, with diverse skills and backgrounds, meet weekly outside of Friday class to review course materials and lectures, and to prepare class assignments. Regular interaction with study-group members reinforces the learning process throughout the program. In addition to formal course work, a series of evening seminars conducted by leaders from academia, government and industry contributes to the development of managerial talent.

The program meets all day every Friday for a two-year period beginning each year on the Friday after Labor Day and continuing through mid-June. At the end of the program, successful Simon Fellow candidates receive the degree, **Master of Business Administration**. The program thus provides high-quality, paced instruction without depriving the organization of the candidate's services for more than one day each week. We actively encourage close working relationships between the Executive Development Program and the participating organizations.

SIMON FELLOW SELECTION

Simon Fellows are chosen with care. Each class is selected to insure diversity of organizations, experience and areas of specialization. Simon Fellow candidates are usually nominated by senior management in their own companies, and are selected by the director

of the program in consultation with a faculty committee. Selection is based on academic achievement, business experience, professional growth potential, and the motivation and drive to succeed in a rigorous two-year program.

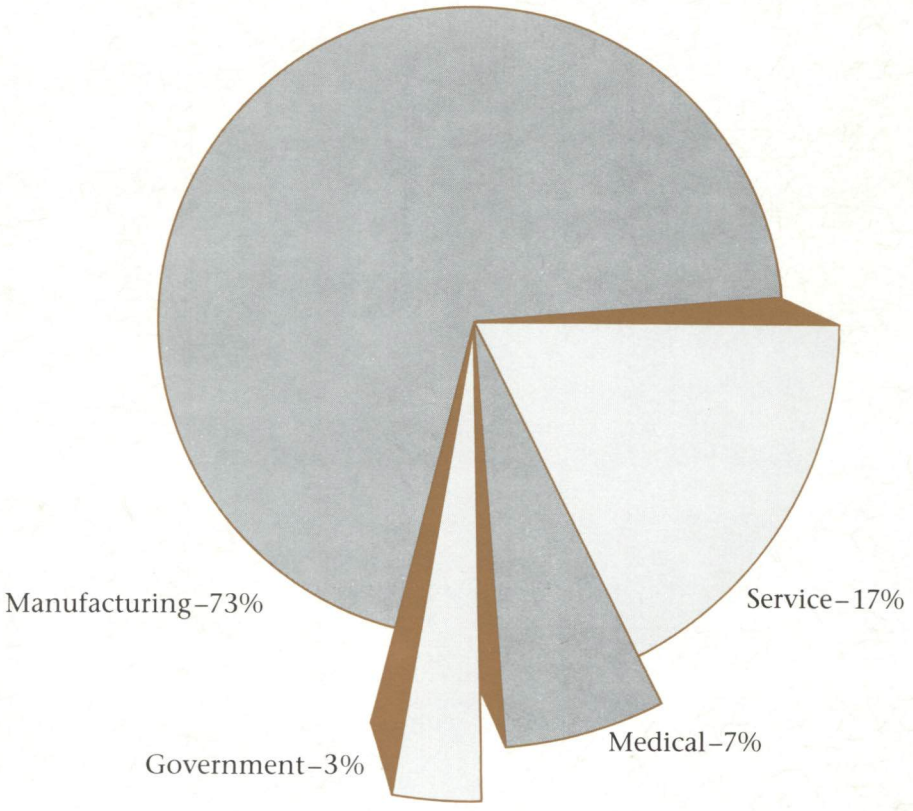
Typically, the Simon Fellow is 35 years old and has had 10 years of organizational experience. He or she is sufficiently mature to make effective use of the knowledge gained, has achieved a position with a high degree of responsibility, and has demonstrated a potential for greater advancement.

Though an undergraduate degree is not a formal prerequisite, the applicant must demonstrate an ability to do intensive, graduate-level work. Candidates whose mathematical background is inadequate for the study of modern quantitative methods are offered a special review course prior to the start of classes. Similarly, computer and writing skills workshops are offered to incoming candidates during the month of August.

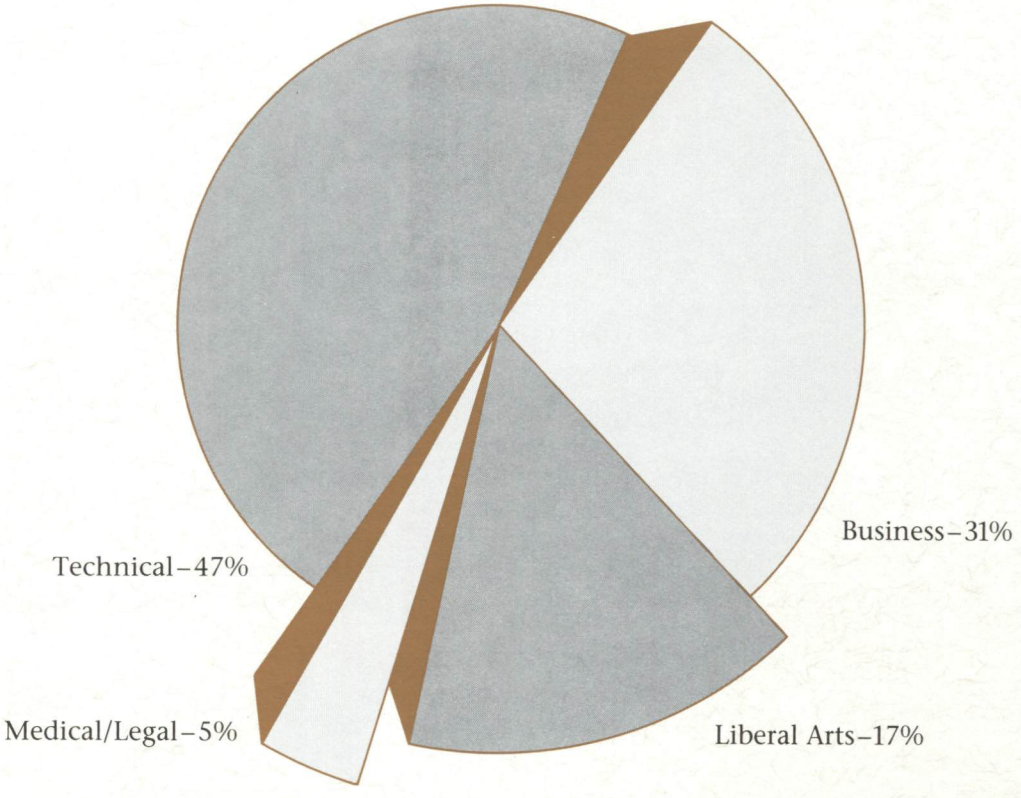
Admission is on a rolling basis starting in the Fall. Since space in the class is limited, we urge applicants to initiate the admissions process as early as possible. The deadline for submission of applications is July 1. Both individual and company-sponsored applications are invited.

Informal inquiries from individuals and companies are welcome.

1992 & 1993 EDP Class Profiles



EMPLOYMENT BACKGROUND



EDUCATIONAL BACKGROUND

THE SIMON APPROACH

TO MAKE EFFECTIVE DECISIONS A MANAGER MUST BE ABLE TO IDENTIFY THE POSSIBLE ALTERNATIVES AND TO SELECT THE COURSE OF ACTION THAT YIELDS SUPERIOR RESULTS. ■ THE SIMON APPROACH TO MANAGEMENT EDUCATION PROVIDES A STUDENT WITH A COMPLETE UNDERSTANDING OF ALTERNATIVE APPROACHES TO BUSINESS PROBLEMS AND A FIRM ANALYTICAL BASIS FOR SELECTING WHICH APPROACH WILL PROVIDE A SOLUTION TO ANY PROBLEM. ■ ■ ■

Our instruction emphasizes the application of those empirical procedures which have contributed to the advance of all sciences. We give students a "sense of science" by showing them how to distill from the vast reservoir of business data and experience the principles that serve as the basis for prediction and decision.

Our curriculum is an integrated sequence of courses, not a disjointed collection of case discussions. Instruction begins with courses on analytical methods. In these courses, advanced methods and concepts from the disciplines of economics, statistics and mathematics are presented in a form that permits their application to management problems. These courses transform managers into informed consumers of the outputs of modern business analysis. Instruction continues with courses on the actual application of the analytical methods to specific management problems. Upon completion of all courses, students have an understanding of how a common analytical framework can be used to solve the full range of management problems and they possess an understanding of how those solutions can be implemented.

Our graduates acquire more than an understanding of current business problems. We teach them how to anticipate change and how to manage in a changing environment. The analytical framework we impart equips our graduates to interpret new evidence, and assess new approaches to problem solving and overall management that will help them succeed in their careers.

Our graduates do not drift in the direction of the current management fad nor do they religiously adopt the prescriptions of the latest business best seller. The methods of scientific investigation we advance give the Simon School graduate the confidence to set the pace and direction of management change.

ABOUT THE SCHOOL

On November 6, 1986 the Graduate School of Management became the William E. Simon Graduate School of Business Administration. Established in 1958 as the College of Business Administration, the MBA program was initiated in 1961. The Ph.D. in business administration and the Executive Development Program were added in 1966. And in 1986, the Rochester-Erasmus Executive Program, a joint venture with Erasmus University, Rotterdam, The Netherlands, extended the School into the international arena.

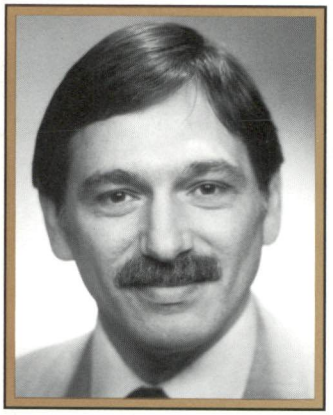
Enrollment as of September 1991 includes over 700 full- and part-time master of business administration candidates, 60 doctoral candidates, and over 190 Simon MBA candidates from the U.S., Australia and Europe. More than 50 distinguished faculty, specifically trained in the functional areas of accounting, computers and information systems, finance, marketing, and operations management, as well as economists, statisticians, mathematicians, and lawyers, teach and conduct an ever-growing volume of sponsored and "seed" research.

Much research work is conducted at the School's research centers. **The Bradley Policy**

Research Center, established in 1966, provides the focus for the investigation of the impact of governmental policies on business firms. It now includes the **Managerial Economics Research Center** (MERC) which was organized in 1978 to encourage scholars of diverse backgrounds to focus attention on the internal management of enterprises and to provide the basis for improved decision making. The **Center for Manufacturing and Operations Management** (CMOM), established in 1984, deals with problems and issues in integrating the manufacturing function into corporate strategy.

PATRICK A. TUZZOLO

CLASS OF 1992



I entered the Executive Development Program as a decorated Vietnam veteran who has worked in a variety of customer service positions with New York Telephone. I am currently Director of Operations for Operator Services in Westchester and the Bronx, New York, responsible for a team of 50 managers and 750 front line employees.

My decision to accept the opportunity to pursue an MBA degree at the University of Rochester stepped up the pace of my life immensely. Once in the program, my life went from planning my day to, literally, planning how to use my hours and minutes. The commute from Albany combined with the transition back to an academic environment was difficult. In spite of my busy schedule, I have continued my affiliation with the Navy as a reserve officer in Naval Intelligence.

Having learned to deal with people problems over the years, I found the highly analytical curriculum very demanding. My level of discomfort was high, but looking back on the first year, I feel that I have grown tremendously where I needed to grow the most. I now find myself asking questions like, "Where is the evidence that supports your statement?" or "Are those fixed or variable average costs?"

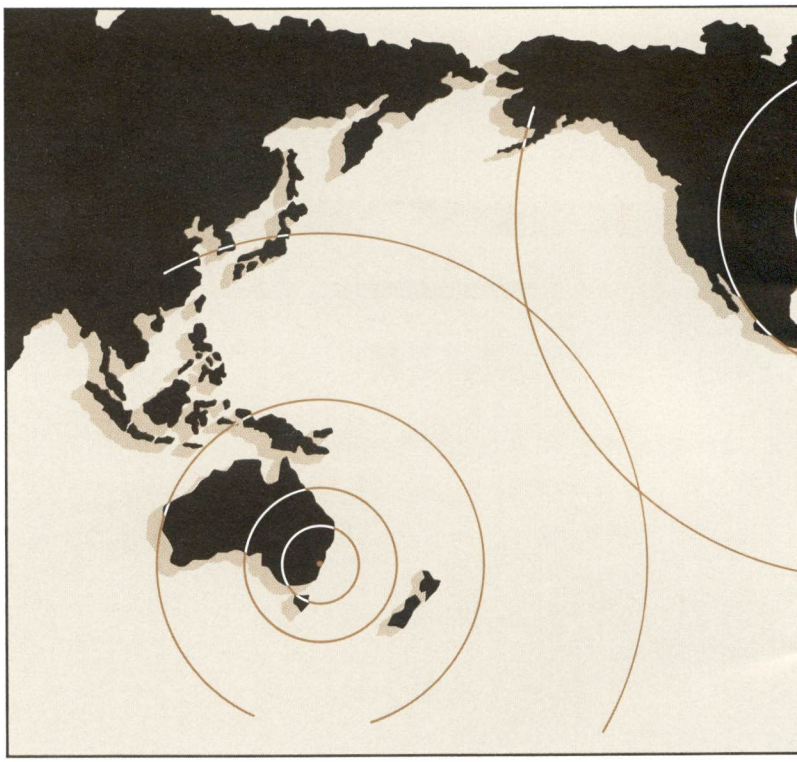
While we didn't have a course in interpersonal skills, I learned the greatest lesson of all from my study group. I've always known that teamwork is important, but it never was as evident as with the effort needed by all study group members so that we all could succeed. The realization that much of my preparation for my own success was made to support my study group members made me realize the power of teams.

I have since encouraged changes in the way my offices are organized moving toward team responsibility for office goals rather than the more traditional manager units within each office. I am convinced that team goals produce mutual support and incentives for mutual monitoring, both of which lead to a better output.

I'm grateful for what I've learned this year. I feel that I have benefitted more from this year than the past twenty where my development was left to on the job training. I am convinced that sending my people back to school is necessary to make significant progress in personal growth. Participating in the Executive Development Program serves as a real life example for my people that someone who has been out of school for over twenty years can return to school and succeed.

INTERNATIONAL INITIATIVES

IN THE NEW REALITY OF AMERICAN BUSINESS AS PART OF A COMPLEX AND INTERDEPENDENT GLOBAL ECONOMY HAS LED THE SIMON SCHOOL TO ESTABLISH PARTNERSHIPS IN AN EXECUTIVE PROGRAM NETWORK SPANNING THREE CONTINENTS. ■ DRAWING UPON THE RESOURCES AND EXPERIENCE OF THREE DISTINCT BUSINESS COMMUNITIES, THIS NETWORK AFFORDS MANAGERS THROUGHOUT THE WORLD THE OPPORTUNITY TO EXPERIENCE THE ACADEMIC CHALLENGE OF THE SIMON SCHOOL'S EXECUTIVE DEVELOPMENT PROGRAM. ■ ■ ■



In 1986, an executive development program was designed for Dutch and other European executives in partnership with Erasmus University in Rotterdam, The Netherlands. Known formally as the Rochester-Erasmus Executive Development Program, it consists of nineteen months of study, including a nine week summer term in Rochester. The course of study is equivalent to the Rochester executive program and is taught by Simon School faculty, along with noted Erasmus scholars. Executives are sponsored by their employers and earn a University of Rochester MBA. The Erasmus program, with a current enrollment of approximately 80, represents a departure from government-funded Dutch education, in that it is "privatized" through the corporate sponsorship.

The Australian Simon School–a wholly Australian private institution–is the third partner in the executive program network spanning three continents. The executive MBA program in Sydney started up in 1991 and is patterned on those currently offered in Rochester and in Rotterdam. Executives enrolled in the Sydney program join those enrolled in the Rotterdam program for nine weeks of coursework in Rochester during July and August. This unique feature permits Australian managers to attend classes with their peers from Western Europe and to participate in discussions with executives enrolled in the Rochester executive program.

"The MBA Program optimally combines 20 well-balanced courses, excellent instructors and experience of fellow participants, and offers creative solutions for strategic and managerial business problems."

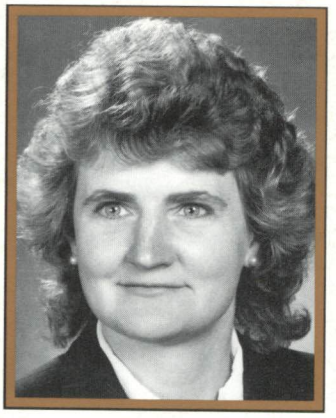
MEL J. KROON ('89)
Area Manager Europe
Fokker Aircraft B.V

These international affiliations constitute a

unique opportunity for companies throughout the world to invest in managerial capital. Tradition has dictated that the corporate career path pass through education at its beginning. The Simon School executive MBA programs add to the process of managerial evolution by integrating extensive work experience with a rigorous academic environment, producing a new breed of business professional–one prepared to translate global challenges into positive decisions for corporate growth and development.

DOROTHY DUCATTE

CLASS OF 1991



Working for Chase Lincoln First Bank, N.A. as a commercial lender required Dorothy Ducatte to analyze and act on the financial information provided by the Bank's customers. Her prior experience as one of the Bank's branch managers gave her the opportunity to learn basic management techniques. The Executive Development Program expanded both her management skills and her ability to analyze all aspects of the customers' business, not just the financial statements.

A Bank reorganization during the Program meant a promotion to the position of Product Manager for Small Business and Private Banking, for all of Upstate New York. This new position required Dorothy to immediately utilize the course work, particularly Marketing, Forecasting and Information Systems. "I was very excited to be able to use my new skills, and find that they were immediately transferable to the real world of business."

"The program itself was difficult and required a major time commitment. But, it was worth the effort." Dorothy found one of the greatest benefits to be the study group. "The matching of individuals in the study group takes advantage of each individual's strengths. The end result is that the group becomes a cohesive unit that can tackle any problem. Interacting with your own and other study groups broadens the horizons of all. Through shared experiences and the perspectives of many different companies represented in the class, the student can expect to achieve a view of the whole business world. That is particularly important to people who have spent many years working for just one organization."

"Even though it was a very intense program, I would do it all again. I will always value the knowledge gained, the friendships made and the ongoing connection to the Executive Development Program."

"The courses in the executive development program incorporate relevant results from the frontiers of business research without being faddish. The curriculum is designed to develop an approach to business decisions and to provide tools for addressing them which will be of use throughout the participant's career. The program ages well."

RONALD W. HANSEN
Associate Dean for Academic Affairs

THE ANALYTICAL FOUNDATIONS OF MANAGEMENT EDUCATION.

Mathematics Review
non-credit

Review of mathematical concepts prerequisite to the MBA program. Topics include sets, vectors and matrices, functions and relations, linear equations, laws of exponents, limits and continuity, differentiation, maxima-minima, partial derivatives, and simple integration.

EXP 410
Managerial Economics
4 credit hours

How economic analyses can be applied to general management problems. Price theory with strong emphasis on basic concepts and analytical tools to aid managers in making business decisions and in understanding the working of the market system in which firms operate.

EXP 416
Economic Environment
4 credit hours

Forces that determine national income and output, the price level, and employment with particular attention to the effects of fiscal and monetary policy. Topics include: inflation, recession, employment and the Federal Reserve System.

EXP 420
Managerial Statistics
4 credit hours

Methods for improving decision making under conditions of uncertainty are studied. Students are taught to structure business problems in probabilistic terms. Procedures for comparing the costs and benefits of reducing uncertainty are presented. Topics include: probability and probability distributions, sampling distributions, statistical inference including hypothesis testing and decision theory.

EXP 422
Forecasting Techniques for Business
4 credit hours

Methodology of statistical forecasting with specific attention to the application of econometric models. Practical forecasting experience is obtained through problems and a project assignment.

"As a technical manager, I was surprised to find the courses so relevant to my current responsibilities. The program challenged my perceptions of the organization and my role in it, and made me more effective in my work."

ROBERT S. KARZ ('85)
Principal Scientist
Xerox Corporation

EXP 461 Operations Management
4 credit hours

Examines how manufacturing and service firms efficiently utilize human resources, equipment, materials and capital to provide goods and services. Students acquire a perspective of the operations function in manufacturing and service organizations and an understanding of the analytical tools used to solve operations problems. Topics include: operations processes, facility layout and location, operations planning and scheduling, inventory management and quality control.

THE APPLICATION OF ANALYTIC METHODS TO PRIMARY FUNCTIONAL AREAS WITHIN THE FIRM.

EXP 434
Information Systems for Management
3 credit hours

Focus on the use of computers and information systems as managerial tools. This course provides an overview of information systems technology and data management from a user's perspective and addresses policy issues related to the management of information systems. Topics include: an introduction to software and hardware operating concepts, file management, the organizational impact of information systems, business expert systems, data base management systems, systems analysis and design, distributed systems and the strategic impact of information systems.

EXP 444
Organization Theory and Control
3 credit hours

How human behavior in organizations is influenced by the structure of incentives. Topics include: effects of centralization and decentralization, transfer pricing, executive compensation plans, and performance evaluation.

EXP 454
Financial Accounting
4 credit hours

Introduction to the preparation and analysis of financial statements.

EXP 455
Managerial Accounting
4 credit hours

Examines traditional cost accounting systems, including job order costing, standard costs, and variance analysis and their usefulness for decision making and control. The problems of incentives and control within organizations and the role of accounting reports are studied within this context. Extensive problem solving is used, including in-depth analysis of case studies.

EXP 462
Manufacturing and Service Strategy
4 credit hours

The development of operations strategy and its effect on the firm's ability to compete. This course examines how the operations function through choice of facility location, productive capacity, process technology, and operations organization affects a firm's market position. Many of the issues studied concern the economics of operating systems; how different operating choices affect the cost of providing services, product quality, and the service level provided to customers. Strategic concepts are stressed, and a variety of cases are used to demonstrate managerial applications.

EXP 476
Marketing
4 credit hours

How analytical marketing methods can be used to construct marketing strategies. We first examine the product class to which the firm's brand belongs and evaluate its current and future sales. We then study how consumers choose a brand within a product class. Based on these foundations, we examine the product (brand), pricing, advertising, and sales-force policies of the firm.

EXP 480
Capital Budgeting
4 credit hours

Rules for choosing among alternative investment projects (capital budgeting procedures) are linked to the goals of the firm. Topics include: the properties of alternative investment criteria, the effects of interest rates, and the calculation of net cash flows. Cases and problems are used to illustrate the application of these financial principles.

EXP 481
Capital Markets
4 credit hours

An introduction to securities markets and the pricing of capital assets. Topics include: optimal portfolio selection, the Random Walk (efficient market) theory of the dynamic behavior of prices in speculative markets, and the theory and evidence on asset pricing models.

THE FORMATION OF CORPORATE POLICY

EXP 482
Corporate Financial Policy
4 credit hours

How various corporate policy decisions impact the value of the firm. The effects of financing policy, dividend policy, leasing policy, and hedging policy are evaluated building on material developed in the Capital Budgeting and Capital Markets courses. The effects of mergers, tender offers and control contests are also examined.

EXP 483
Economics of International Business
3 credit hours

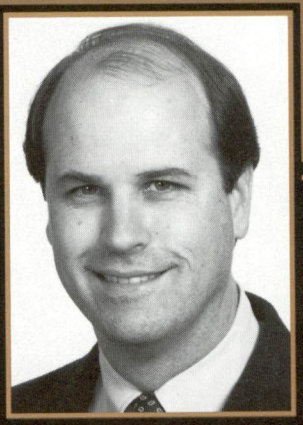
Principles of international trade, exchange rate determination, forward and futures markets for currencies and the Euromarkets are discussed to establish procedures for international management. Topics include: capital budgeting for foreign projects, measurement and management of exchange risk, and problems encountered by multinational corporations operating in a number of national jurisdictions.

EXP 498
Corporate Strategy I

EXP 499
Corporate Strategy II
3 credit hours each

Analysis of critical "policy" and strategic management issues unique to the general management function, the objective being to extend the student's perspective acquired in functionally-oriented course work into concern for how top level managers guide enterprises in a strategic sense. Emphasis is on how companies carry out strategic decision making and how policy and strategy changes are executed.

FACULTY



"The educational process in our Executive Development Program is rewarding for both participants and faculty. Since its inception in 1966, extensive student-faculty interaction has been an important component of the program. That interaction begins when an individual enters and is exposed to powerful methods of analyzing management problems. The faculty gain more detailed insights into management issues faced by students as they help them analyze their organizations' problems. This productive exchange produces rewards long after graduation. We welcome the opportunity to begin such a partnership with you and your organization."

CLIFFORD W. SMITH, JR.
Chairman, Faculty Committee on Executive Programs

■ **RAY BALL**
(Ph.D., University of Chicago, economics) Wesray Professor of Business Administration and professor of accounting, has research and teaching interests in accounting, finance and organizations. He is co-editor of the *Journal of Accounting and Economics* and was founding editor of the *Australian Journal of Management*. Before joining the faculty, he was Foundation Professor at the Australian Graduate School of Management. His publications include numerous journal articles and two books. His paper, "An Empirical Evaluation of Accounting Income Numbers" (with Philip Brown in 1968), won the American Accounting Association's inaugural award for Seminal Contributions to the Accounting Literature. A fellow and C.P.A. of the Australian Society of CPAs and a member of the Securities Institute of Australia, he was also a Fulbright Scholar, a Graduate School of Business Fellow at the University of Chicago and a Ford Foundation Fellow.

■ **GORDON M. BODNAR**
(Ph.D., economics, Princeton University) assistant professor of finance has research and teaching interests in international economics, including exchange-rate behavior and international capital-market integration; international finance, centering on the influence of exchange rates on asset pricing with current interest on foreign-exchange exposure; and international commercial policy. Bodnar was the recipient of Sloan Foundation and John M. Olin Foundation grants. He received the first-place *Reader's Digest* Teaching Award for introductory economics in 1989–90 at Princeton University. He is a member of Phi Beta Kappa.

■ **DAVID J. BRADEN**
(Ph.D., engineering/economic systems, Stanford University) assistant professor of marketing has research and teaching interests in dynamic pricing, nonlinear pricing, salesforce compensation, decision analysis and Bayesian statistical inference. Before his arrival at the Simon School, he was a research assistant at the Energy Modeling Forum, Stanford University, and an economic analyst for Natomas Inc., San Francisco. He was also a principal investigator for the Center for Economic Policy Research at Stanford, where he evaluated policy implications of pricing new products under uncertainty.

■ **JAMES A. BRICKLEY**
(Ph.D., finance, University of Oregon) is professor of organizations and markets. Professor Brickley has research and teaching interests in corporate control, compensative policy, corporate finance, franchising and banking. He is a former professor, chairman of the finance department and research director at the University of Utah's Garn Institute of Finance. Prior to his position at the University of Utah, Brickley was an associate professor of economics at the Simon School. While at the Simon School in 1987, he was given the Distinguished Teaching award by the M.B.A. Class of 1988. His work has been published in the *Journal of Business, Journal of Law and Economics, Financial Management, Journal of Accounting and Economics, Journal of Financial Economics, Journal of Finance, Journal of Economic Perspectives, Journal of Risk and Insurance, and Journal of Financial and Quantitative Analysis*. Brickley also has held positions in government, including executive director of the Jackson-Josephine county C.E.T.A. program, public transportation planner for the Rogue Valley Council of Governments and economic development district–all in the State of Oregon.

■ **HENRI GROENEVELT**
(Ph.D., Columbia University, operations research) is associate professor of operations management. His research interests include distribution and inventory models, resource allocations, and production system design, scheduling and control. He served as consultant to Schlegel Corporation for design of a dynamic Kanban production control system, Kodak, and to the city of Amsterdam, The Netherlands, for the design of a solid waste disposal facility. He has published articles in *Management Science, Operations Research, Journal of Applied Probability, European Journal of Operations Research, Production and Inventory Management*, and *Networks*.

> ***"A uniquely focused curriculum effectively integrating material from one course to another and relating academic principles to the business world."***
>
> **KATHIE A. KELLER ('87)**
> ***Treasurer, Keller Technology Corporation Buffalo, New York***

■ **RONALD W. HANSEN**
(Ph.D., University of Chicago, economics) associate dean for academic affairs, is responsible for faculty affairs and the academic dimension of Simon School programs. From July 1986

SCHEDULE

FIRST YEAR

1992 September	October	November	December	1993 January
EXP 454 Financial Accounting			EXP 480 Capital Budgeting	
EXP 420 Managerial Statistics			EXP 410 Managerial Economics	

SECOND YEAR

1993 September	October	November	December	1994 January
EXP 461 Operations Management		EXP 462 Management and Service Strategy		
EXP 434 Information Systems for Management		EXP 476 Marketing		EXP 482 Corpora

REGULAR CLASS MEETINGS

8:00– 8:25	Review	11:45–1:00	Lunch
8:30–10:00	Period I	1:00–2:30	Period II
10:00–10:15	Break	2:30–2:45	Break
10:15–11:45	Period II	2:45–4:15	Period IV

FINAL EXAM DAYS

8:00–10:15	Final Exam
10:15–10:30	Break
10:30–11:45	Period I
11:45– 1:00	Lunch

OF STUDY

February	March	April	May	June
EXP 422 Forecasting		EXP 444 Organizational Theory		
	EXP 481 Capital Markets		EXP 455 Managerial Accounting	

February	March	April	May	June
	EXP 416 Economic Environment		EXP 483 Economics of International Business	
Financial Policy		EXP 498 Corporate Strategy I	EXP 499 Corporate Strategy II	

1:00–2:30	Period II
2:30–2:45	Break
2:45–4:15	Period III

EVENING SEMINAR SERIES

(3 to 4 times a year)

4:45–6:00 Seminar

6:00–7:30 Reception or 6:00–8:30 Cocktails and Dinner

to August 1988, he held the Merrell Dow Professorship in Pharmaceutical Administration in the College of Pharmacy, Ohio State University. Hansen is recognized internationally for his scholarly research in drug development policy and in the regulation of the pharmaceutical industry. He helped establish and is an economic consultant to the Center for the Study of Drug Development, Tufts University. Hansen is on the editorial board of the *Journal of Research in Pharmaceutical Economics* and, from 1985 to 1988, was a member of the National Advisory Council on Health Care Technology Assessment.

"The hard work, the interaction between students and faculty, and the knowledge gained are invaluable to both the students and the sponsoring companies. The two-year investment is well worth the results."

JAMES J. MALVASO ('84)
Vice President of Operations General Railway Signal Company

■ **DAN HORSKY**
(Ph.D., Purdue University, industrial administration) is Forman Professor of Marketing. His research activities focus on consumer and firm behavior as they relate to marketing activities. Horsky has applied stochastic models to describe consumers' brand switching behavior, has conducted studies of sales response to advertising and optimal advertising policies, and has studied the estimation of multi-attribute models and the optimal positioning of new brands. His current research, funded by the National Science Foundation, studies the effects of price, income and information on the diffusion of new durable products. Horsky has consulted for manufacturing firms and banks in the areas of product planning, advertising and sales force problems. Based on his achievement in research and teaching, he was named a 1986–87 University Mentor and received the Executive Development Program Class of 1987 Superior Teaching Award.

■ **GREGG A. JARRELL**
(Ph.D., University of Chicago, business economics) is professor of economics and finance, and director of the Simon School's Bradley Policy Research Center. From 1984 to 1987, he served as chief economist at the U.S. Securities and Exchange Commission, has been a consultant for the Federal Trade Commission and has served as an expert witness in several securities and antitrust cases. Besides previously teaching at the Simon School (from 1977 to 1981), where he received a Superior Teaching Award from the Executive Development Program in 1980, he has taught at Georgetown University Law School, has been a Research Fellow at the University of Chicago, senior economist with Lexecon Inc and a director of research for The Alcar Group, Inc. Jarrell was a member of the SEC Advisory Committee on Tender Offer Policy in 1983, and has published extensively on subjects including the economics of corporate control, the economics of regulation and applied corporate finance.

■ **UDAY S. KARMARKAR**
(Ph.D., Massachusetts Institute of Technology, management science) is Xerox Professor of Operations Management and director of the Center for Manufacturing and Operations Management at the School. His teaching and research activities focus on manufacturing management, computer integrated manufacturing and operations strategy in manufacturing and service industries. Karmarkar has written or co-authored over 40 publications and articles in journals such as *Operations Research, Econometrica, Management Science* and the *Harvard Business Review.* He is the founding editor of the *Journal of Manufacturing and Operations Management* and is one of the founding editors of *The Harvard Studies in Manufacturing and Technology Management.* He has consulted and conducted research projects with Becton Dickinson, Cimflex Teknowledge, Eastman Kodak, Ford, W.W. Grainger, GM, IBM, LTV Steel, RG&E, Thompson Electronic Publishing and Xerox.

■ **WILLIAM H. LAWTON**
(Ph.D. University of California, Berkeley, statistics) is professor of marketing. Professor Lawton was corporate director of business research for Eastman Kodak Company, with worldwide responsibility for market research, industry structure and competitive analysis. During his 27 years with the company, he was also a senior member of the Corporate Quality Advisory Council, a council of senior managers advising the office of the chief executive, and supported the corporate director of strategic planning on corporate-level strategy development. He was appointed to the Advisory Panel for the National Bureau of

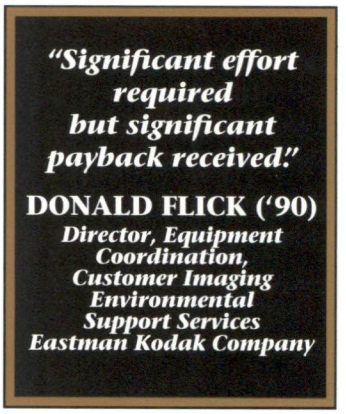
Standards in 1978–80, and was then appointed chairman of that panel for 1981–83. Lawton is a fellow and former board member of the American Statistical Association, American Society for Quality Control; former editor of *Technometrics*; former member of the International Business Council; trustee and board member of the Marketing Science Institute; and a member of the International Statistics Institute, the Conference Board Council of Marketing Research and the American Marketing Association.

■ **GEORGE S. McISAAC** (M.S., University of Rochester, business administration), AT&T Resident Management Fellow and executive professor of business administration, was senior vice president, operations, of the Schlegel Corporation. As the Assistant Secretary of Energy for Resource Applications, McIsaac helped form the U.S. Department of Energy and was awarded the Distinguished Service Medal for his accomplishments. McIsaac was a director of McKinsey & Co. where, from bases in New York, Dusseldorf and Washington, he served multinational companies, financial service institutions and governments, concentrating on organization and strategic management problems. McIsaac is currently the chairman of the board of trustees of the International Museum of Photography at the George Eastman House and vice chairman of the Rochester Area Hospitals Corporation.

■ **PHILIP T. MEYERS** (M.S., Oklahoma State University, accounting), professor emeritus of accounting, is a four-time recipient of the EDP Superior Teaching Award. He is a member of several local and national professional organizations, including the National Association of Accountants, the Institute of Internal Auditors, the American Accounting Association and the American Institute of Certified Public Accountants. During his distinguished career, Meyers has served on the faculties of the University of Minnesota, the University of Texas at Austin, the University of Wisconsin at Madison, the University of California at Berkeley, State University of New York at Buffalo, Stanford University and Columbia University.

■ **CHARLES I. PLOSSER** (Ph.D., University of Chicago, business), Fred H. Gowen Professor of Economics and Finance, has teaching interests in macroeconomics, econometrics, finance, and money and banking. His current research addresses issues related to economic fluctuations and the pricing of financial assets. Much of his recent research has been supported by grants from the National Science Foundation. His publications have appeared in major economic journals. He is editor of the *Journal of Monetary Economics*. Plosser served as consultant to The Wyatt Company, Washington, D.C., on managing pension funds, and the Eastman Kodak Company, on strategic planning. He received a Superior Teaching Award from the Executive Development Program Class of 1989.

■ **RONALD M. SCHMIDT** (M.A., Ohio State University, economics), chairman of international executive programs and professorial lecturer, developed the Rochester-Erasmus Executive Program in The Netherlands and served as its first chairman. His teaching areas include economics, marketing, organizations and corporate strategy. Schmidt received Superior Teaching Awards from the Executive Classes of 1984, 1985, and 1988 and the Erasmus Class of 1987. His publications include papers on pricing, regulations and management compensation. His current research activities include an examination of the relationship between pay and performance for CEOs and an investigation of the impact of contractual provisions on the performance of major league baseball players. He has served as a consultant to Eastman Kodak Company, Xerox, Bausch and Lomb, Schlegel, Croon Electrotechniek and several other corporations. He is a member of the Advisory Board of the U.S. Business School in Prague, Inc.



■ **G. WILLIAM SCHWERT** (Ph.D., Finance and Econometrics, University of Chicago), professor of finance and statistics, and Gleason Professor of Business Administration, has research and teaching interests in portfolio and capital market theory, econometrics and time series analysis, and in the

effects of public regulation on business. During 1982, he was the first CRSP Distinguished Research Scholar at the University of Chicago. He received a Batterymarch Research Fellowship for the 1982–83 academic year and was chosen by the University of Rochester to be in the first group of University Mentors in recognition of his scholarship and teaching. He is currently an editor of the *Journal of Financial Economics* and is associate editor of the *Journal of Finance* and the *Journal of Monetary Economics*. His current research deals with the measurement of the cost of capital for different assets and the effects of various economic factors on variation in the cost of capital and risk over time. Schwert has served as a consultant to Rochester Telephone Corporation and several law firms.

■ **ABRAHAM SEIDMANN**
(Ph.D., Texas Tech University, industrial engineering) is associate professor of computers and information systems and operations management. His research activities include flexible manufacturing systems, management information systems, and computers in operations management. Papers based on his research findings are in the leading scientific journals, and he is invited to speak in various executive forums about his work. He is a department editor on manufacturing and automated production at *IIE Transactions*, and an associate editor of the *International Journal of Flexible Manufacturing Systems*, *Production and Operations Management* the *International Journal of Production Planning and Controls* and the *Journal of Intelligent Manufacturing*. He is a member of several scientific and honor societies, including the Institute of Management Science and ACM. Seidmann has consulted to several international corporations on the management of large-scale computerized manufacturing and financial systems.

■ **CLIFFORD W. SMITH, JR.**
(Ph.D., Economics, University of North Carolina, Chapel Hill) Clarey Professor of Finance and Economics, has research interests in the fields of option pricing, corporate financial policy and financial intermediation. An eight-time recipient of the EDP Superior Teaching Award, he was given the only Special Award for a Perfect Teaching Rating by the School in 1986. In recognition of his scholarship and teaching, he was named University Mentor in 1983. He is an editor of the *Journal of Financial Economics*; associate editor of the *Journal of Financial and Quantitative Analysis*, the *Journal of Real Estate Finance and Economics*, and *Financial Management*; and a member of the advisory board of the *Journal of Applied Corporate Finance*. A co-author of several award-winning papers, Smith has published in the leading finance and economic journals and consults to financial institutions and major corporations in the U.S. and Europe.

■ **ROSS L. WATTS**
(Ph.D., Economics, Finance and Accounting, University of Chicago) is professor of accounting and finance and Rochester Telephone Corporation Professor. His research developing positive accounting theory reached a milestone with the recent publication of *Positive Accounting Theory* (with Jerold L. Zimmerman). In 1979 and 1980, papers by Watts and Zimmerman in that research line received the American Institute of Certified Public Accountants Award for Notable Contribution to the Accounting Literature. A distinguished visiting faculty member at four American Accounting Association Doctoral Consortiums, Watts was director of the Consortium in 1983. He is a founding editor of the *Journal of Accounting and Economics* and a member of the advisory board of the *Continental Bank Journal of Applied Corporate Finance*. His recent research includes papers on top management compensation schemes, top management turnover, lawsuits against audit firms and the internal organization of firms.

■ **JEROLD L. ZIMMERMAN**
(Ph.D., Business Administration, University of California, Berkeley) faculty chairman, professor of accounting and Alumni Distinguished Professor, has research and teaching interests in financial and managerial accounting. His publication, *Positive Accounting Theory* (with Ross L. Watts) reflects his long term research into the costs and benefits of various accounting procedures. His research has appeared in leading scholarly journals, including his recent study published in the *Accounting Review* which examined the association between earnings changes and labor contract negotiations. He is a founding editor of the *Journal of Accounting and Economics*.

DEGREES

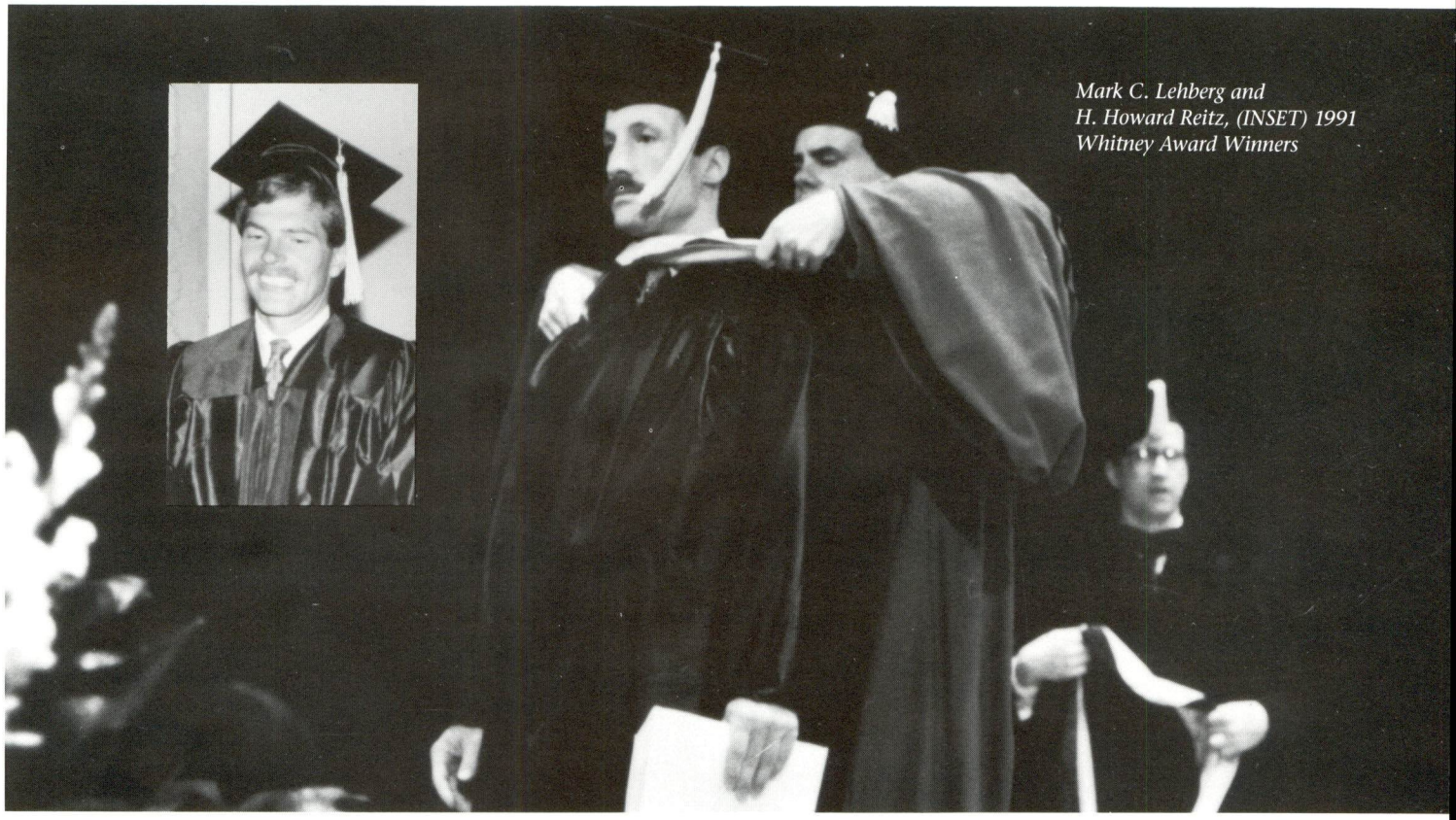
Upon successful completion of the two-year program, the University of Rochester awards the degree **Master of Business Administration** to participants who hold recognized undergraduate degrees or equivalent.

"The focus of the EDP is to change the way one thinks about problems. You learn to not accept the obvious, superficial solutions, but to probe, question, and analyze to develop detailed, well-planned solutions. You learn how to "get out of the box" and look at problems from a different perspective."

STEVE M. DUBNIK('89)
Vice President
Customer Applications
RCI Long Distance

HONORS AND DISTINCTIONS

The HUGH H. WHITNEY AWARD FOR ACADEMIC EXCELLENCE IN THE EXECUTIVE DEVELOPMENT PROGRAM is given annually in memory of Hugh H. Whitney to the top student in the graduating Executive Development Program class. Hugh Whitney was a young Kodak engineer and an outstanding member of the first program class. He died unexpectedly in 1968.



Mark C. Lehberg and H. Howard Reitz, (INSET) 1991 Whitney Award Winners

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1969 Robert J. Roman
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1972 David R. Deetz
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1973 Dennis M. Peel
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1974 David B. Reed
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1975 José J. Coronas
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1976 Larry H. Warren
Larry H. Warren, P.E. & Associates Consulting Engineers

1977 Ravi Khanna
Eastman Kodak Company

1978 Bruce L. Lippa
Xerox Corporation

1979 Lawrence J. Matteson
Eastman Kodak Company

Steven H. Tendler
(Decd.) Xerox Corporation

1980 Robert D. Lorenz
Gleason Works

1981 William L. McCoy
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1982 Norman A. Karsten
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Helen D. Newman
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1990 Kevin M. Pickhardt
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1991 Mark C. Lehberg
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Simon Fellows are also eligible for election to **Beta Gamma Sigma**, the national honor society in business administration.

SUPERIOR TEACHING AWARD

Each graduation, participants in the Executive Development Program recognize one or two faculty members for exceptional teaching in the classroom.

The Superior Teaching Award was initiated in 1972 to establish firmly the great importance placed upon teaching and positive involvement between professors and students. Along with the certificate presented during convocation ceremonies in June, the professor being honored receives a cash award. Funded originally by grants from corporations, THE EDP '86 FUND now sponsors the EDP Superior Teaching Award.

"As my experience in business grows, so do the applications for the sound business principles learned in the EDP."

MARY FRANCES WINTERS ('82)
President
The Winters Group

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"The one day a week class format prepared me for broader corporate responsibilities without interrupting my career track. In today's highly competitive environment that's a vital benefit."

LYNN HARTRICK ('83)
Director Engineering Sales & Service Rochester Tel Corp.

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"A carefully structured and designed program providing the graduate with keen management insight that could be otherwise obtained only through years of on-the-job trial and error."

WILLIAM G. GISEL, JR. ('87)
Corporate Counsel and Vice President of International Division
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Buffalo, NY

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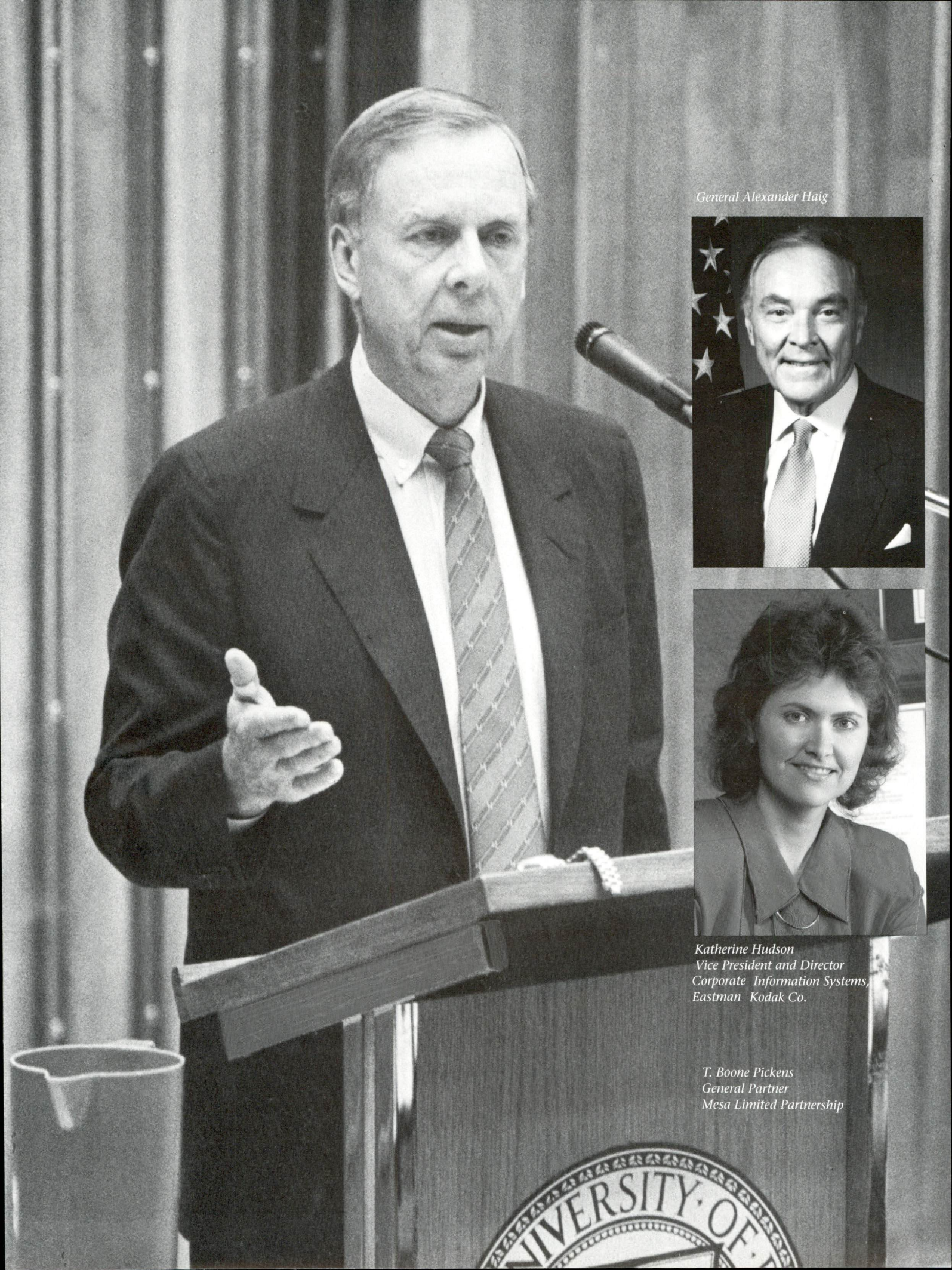

General Alexander Haig

Katherine Hudson
Vice President and Director
Corporate Information Systems,
Eastman Kodak Co.

T. Boone Pickens
General Partner
Mesa Limited Partnership

LECTURES & SEMINARS

EVENING SEMINAR SERIES

The Evening Seminar Series is one of the most important opportunities the Executive Development Program offers to its students. It provides a chance to meet and learn from men and women of outstanding achievement. The guest lecturers have talked on subjects as diverse and timely as corporate strategy, international finance, regulation of the tobacco industry, business and society, domestic banking problems,and the legal aspects of advertising. The evening includes a lecture and question period followed by either dinner or a reception. Spouses are invited to attend.

SPEAKERS IN THE EVENING SEMINAR SERIES HAVE INCLUDED:

Leonard S. Simon
Chairman & CEO
Rochester Community Savings Bank
"Non-Product Marketing for the Corporation: Investor and Regulator Relations"

B. Thomas Golisano
Founder, Chairman & CEO
Paychex Incorporated
"The Story of Paychex"

Thomas R. Frey
Monroe County Executive
"Reorganization for Better Management"

Roger Holland
President & CEO
Champion Products
"The Success of Champion"

Robert Gundlach
Senior Research Fellow
Xerox Corporation
"Creativity, Innovation & Responsibility"

Dr. Robert H. McCrory, Jr.
Director
Laboratory for Laser Energetics
"Meeting the Energy Needs of Society: The Challenge of Fusion Research"

Robert McMath
President
New Product Showcase
"Learning From Losers"

Rear Admiral Stuart F. Platt (Ret.)
Competition Advocate General of the Navy
"Competition in Navy Procurement"

T. Boone Pickens
General Partner
Mesa Limited Partnership
"The Takeover Controversy"

Caroline Dorsa
Executive Director
Financial Evaluation and Analysis
Merck & Company, Inc.
"The Role of Finance in a Research Intensive Industry"

Katherine Hudson
Vice President and Director
Corporate Information Systems
Eastman Kodak Company
"Dangerous Liaisons: Outsourcing and Alliances"

WASHINGTON SEMINAR

A successful manager must understand the effects of government on the business environment. Accordingly, the Executive Development Program leaves campus every other year for a two-day session in Washington, D.C. In Washington, students have met cabinet officials and commissioners of regulatory bodies, Department of Defense experts, congressmen, central bankers and corporate executives. As with the Evening Seminars, all sessions are informal and off-the-record to allow frank discussion of issues and policies.

SPEAKERS HAVE INCLUDED REPRESENTATIVES OF:

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American Bankers Association
American Enterprise Institute
American Petroleum Institute
Brookings Institute
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Cato Institute
Civil Aeronautics Board
Commodity Futures Trading Commission
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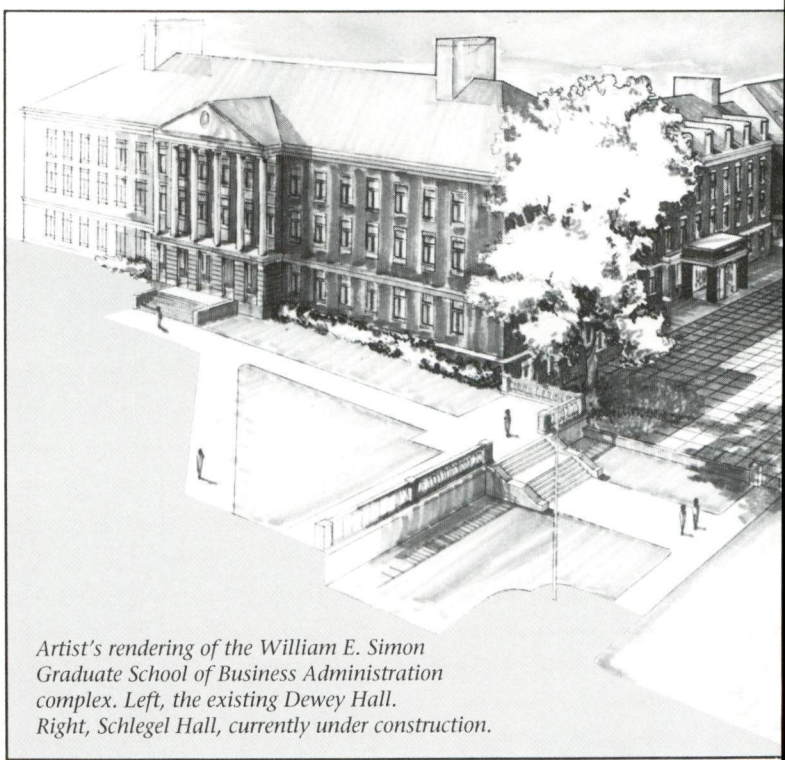
World Bank

THE UNIVERSITY AND ITS RESOURCES

AS A STUDENT OF THE UNIVERSITY OF ROCHESTER, THE SIMON FELLOW HAS ACCESS TO THE ACADEMIC, ATHLETIC AND RECREATIONAL RESOURCES OF THE ENTIRE INSTITUTION. ■ THE SIMON SCHOOL, ONE OF SEVEN UNIVERSITY SCHOOLS, IS LOCATED IN DEWEY HALL ON THE RIVER CAMPUS. ■ THE EXECUTIVE DEVELOPMENT PROGRAM HAS ITS OWN FACILITY WITHIN DEWEY HALL WHERE SIMON FELLOWS GATHER FOR LECTURES AND SEMINARS. ■ KNOWN AS THE HAROLD KUHNS CENTER FOR EXECUTIVE DEVELOPMENT, IT WAS ESTABLISHED THROUGH THE GENEROSITY OF MRS. GLADYS FRANTZ KUHNS AND HER SON, DR. THOMAS R. KUHNS, IN MEMORY OF THEIR LATE HUSBAND AND FATHER, FORMER CHAIRMAN OF THE BOARD OF XEROX CORPORATION. ■ STARTING IN FALL 1991, THE EXECUTIVE DEVELOPMENT PROGRAM WILL BE HOUSED IN SCHLEGEL HALL. ■ THIS NEW BUILDING WILL ADD TO THE TOTAL SIMON SCHOOL FACILITIES AND MAKES AVAILABLE NEW SPACE FOR EXPANDING PROGRAMS AND INTERNATIONAL INITIATIVES, AS WELL AS THE LATEST IN TEACHING TECHNOLOGY. ■ ■ ■



Artist's rendering of the William E. Simon Graduate School of Business Administration complex. Left, the existing Dewey Hall. Right, Schlegel Hall, currently under construction.

The **University Libraries** provide the informational and biographical services required by faculty and students in more than 50 fields encompassing university programs. The library system has resources in excess of three million volumes and regularly receives more than 10,500 periodicals and serials of which more than 1,000 focus on management.

The **Management Library** is located on the fourth floor of the Rush Rhees Library in modern facilities of its own. It has a seating capacity for 160, carrels and open studies for 88 graduate students, and six research studies.

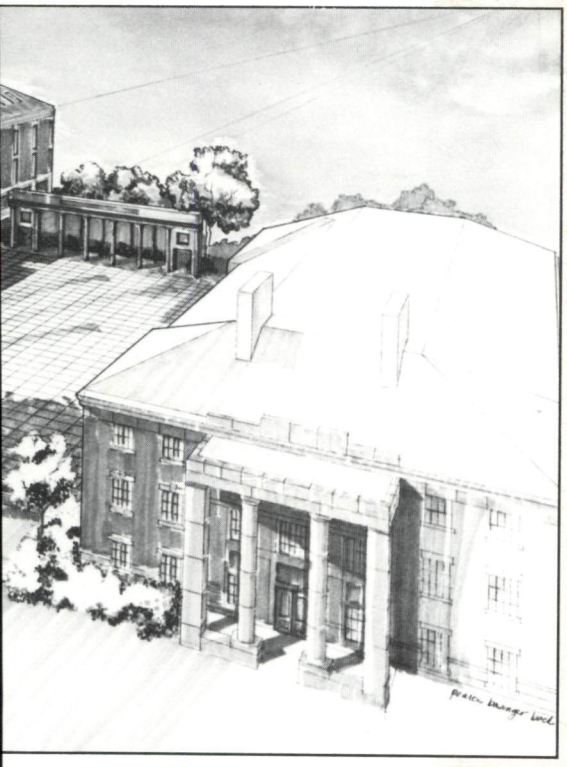
With the help of two librarians, 12 student assistants, and a strong support staff, the management librarian maintains extensive collections of reference, research, and reserve materials for the Simon School's use.

Corporate annual reports are available for approximately 7,000 companies. A special geographical file is maintained on economic conditions, along with an industry file of statistics, surveys, and trends, and a large file of research reports and working papers from the Simon School and from other selected institutions.

New in the Management Library is ABI/INFORM, a CD ROM-based index to nearly 700 business and management periodicals that students may use themselves. DATEXT, another CD ROM- based research tool, offers financial and corporate information on publicly-owned U.S. companies including detailed finances, portfolios, line-of-business and biographical information on chief executives.

The **University Computing Center** augments computing resources for faculty and students within the University community. Simon School computers can be linked with the University's Computing Center which provides additional IBM mainframe and DEC super-mini computing capacity. Connection to the National Research Network's BITNET is also available via terminals located at the Simon School.

The Simon School maintains its own **Computing Center** in Schlegel Hall with a staff of analysts and programmers available for assistance. The Computing Center operates both an IBM 4361 super-mini computer and a Hewlett-Packard HP3000 Series 68. Both systems are exclu-

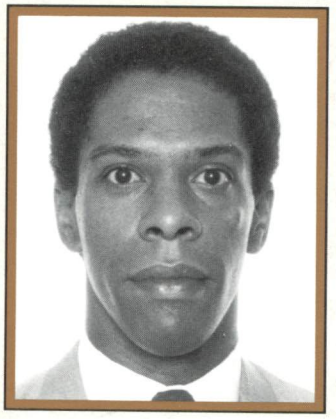


sively set aside for Simon School use and can be accessed through over 80 workstations located in offices, classrooms and the Center itself. The Center also supports 60 IBM, 40 Apple Macintosh, and a dozen HP personal computers. Three local area networks allow users to share data and documents. The School's access to the University's Computing Center, combined with in-house services provides a powerful source of computing capability for its faculty and students.

The **Zornow Sports Center** gives the University excellent facilities for a wide variety of athletic activities. The University also maintains a tree-lined jogging path along the river, a quarter-mile outdoor track, and a banked, eighth-mile indoor track.

MARC YOUNG

CLASS OF 1991



It is my pleasure to address the sponsors of the 1991 graduating class of the Simon School Executive Development program. I was asked to take a few moments to share what benefits we have received from our last two years and what, in turn, we hope you got out of your investment.

As I spoke to members of my class preparing for this, the message that everyone wanted to convey was, thanks for your support! The last two years were difficult, balancing personal and career goals and succeeding in this program. Your understanding and support was invaluable.

The next thought is that, while I am supposed to tell you the wonderful things you should expect from us (not the least of which is five days in the office) you should actually have a good idea already concerning the benefits of the Simon School program.

The program taught us many of the building blocks of managing and understanding our business. You should have seen changes in our output throughout the past two years. While we appreciated your support during this period, the demands of our business did not cease for two years. If anything, the challenges of ever increasing competition and a lacklustre economy has made the game more difficult than ever before.

The program took much of our time but in turn we gained skills in analysis and decision making that made us even more effective during our working hours.

We all completed the same curriculum but each of us personally grew in different ways. We saw the quieter members of our group gain confidence in their ability to communicate their ideas and the more vocal of us learned to listen a little better.

The Simon program assigned us to teams which are the core for most of the school work. These teams forced us to hone our interpersonal skills and produce work that all could support. These teamwork skills and most of all, the understanding that few tasks of worth can be accomplished alone, may be the greatest benefit of this program.

So, in closing, we end this program excited with the opportunity to accept even greater responsibility and challenges in the future.

Marc Young, Manager of Low Volume Reprographic Marketing for Xerox, delivered this speech at the class of '91 recognition luncheon.

ADMISSIONS

The deadline for applications for the class beginning in September 1992 will be July 1, 1992. Space in the class is limited. To receive prime consideration for entrance in September, the application, together with the supportive materials indicated below, should be submitted as early as possible. A personal interview is part of the admissions process. Applicants should be notified about the decision approximately three weeks after receipt of all required materials.

THE CANDIDATE SHOULD SUBMIT:

- A completed application
- A résumé of business experience
- A nomination letter, if appropriate, from a principal executive of the applicant's firm indicating a continuing interest in his/her career with the organization, approval of his/her candidacy, and willingness to provide release from duties on Fridays.

THE CANDIDATE SHOULD HAVE SENT DIRECTLY TO THE WILLIAM E. SIMON GRADUATE SCHOOL OF BUSINESS ADMINISTRATION:

- Official transcripts of academic record from all undergraduate, graduate and professional schools attended.
- Letters of reference from two persons who have been requested to write to the director of the Executive Development Program.

CALENDAR

Classes for the 1992–93 academic year will begin on September 11, 1992, and end on June 11, 1993.

TUITION

The cost of the two-year Executive Development Program is $42,400, subject to approval by the trustees. This cost reflects an annual charge of $21,200, which covers tuition, all required books and materials, meals, and other costs associated with the program. For Fellows entering in September 1992, the annual charge of $21,200 will apply to both years of the program. Tuition is to be paid in four payments of $10,600 each. The first payment is due before the beginning of the academic year, the second by January 15, 1993, the third payment by September 15, 1993, and the fourth by January 15, 1994.

Upon acceptance into the program a $1,000 nonrefundable deposit is required to hold a place in the class. The deposit is applied toward the first tuition payment due by September 11, 1992. The tuition payment is not refundable after the start of the program.

Simon Fellows share the same privileges as the regular MBA students in the use of the Simon School Computing Center, the University Libraries, and sports and recreational facilities.

LATE APPLICATIONS

An application received after the deadline will be given consideration if space is available in the class to which the applicant applied.

TRANSFER ADMISSIONS

The Executive Development Program is a two-year sequenced course of instruction. No credit toward a degree is given to candidates on the basis of course work completed in any other program.

NONDISCRIMINATION POLICY

The University of Rochester provides equal opportunity in admissions and student aid regardless of sex, age, race, color, creed, handicap, sexual orientation, and national or ethnic origin. Further, the University complies with all applicable nondiscrimination laws.

CORRESPONDENCE

Inquiries concerning the program should be directed to the address below, or call (716) 275-3439.
All application materials should be sent to:

Director
Executive Development Program
William E. Simon Graduate School of Business Administration
Schlegel Hall
University of Rochester
Rochester, NY 14627
(716) 275-3439
Fax 244-3612

WILLIAM E. SIMON SCHOOL OF BUSINESS ADMINISTRATION

EXECUTIVE DEVELOPMENT PROGRAM APPLICATION

1. Name _____
last first middle initial social security number

2. Home Address _____
street city state zip phone

3. Mailing Address _____
street city state zip

4. Date of Birth _____ 5. Spouse's Name _____
(to be used in planning social events)

6. Present Position _____
title and department starting date

_____
company name, address and ZIP business phone

_____
fax

7. Current salary range:
☐ Under $39,999 ☐ $40,000–59,999 ☐ $60,000–79,999 ☐ $80,000 plus

8. Please describe your present duties. Indicate the number of staff and line people reporting to you.

_____

_____

_____

Please attach an organization chart for your division or for the total organization, whichever is appropriate, clearly showing your position in relation to others.

9. Company Information:
If company is a subsidiary or division, list "parent" or central organization, its location, and its chief executive officer.

_____

_____

Describe product(s) or service(s) furnished by your company or its division (or attach printed material).

_____

_____

_____

Name and title of immediate supervisor: _____

Name, title and complete business address of individual in your company to whom invoice should be sent:

_____

_____

_____

10. Employment History:
Please attach a copy of your *résumé* to the application form.

11. Educational Experience:
List chronologically all colleges, universities and other educational institutions attended since high school.

Name of Institution & Location	Dates of Attendance	Major Field	Degree & Year
	19 ____ to 19____		
	19 ____ to 19____		
	19 ____ to 19____		
	19 ____ to 19____		

Describe any courses which you have undertaken since graduation.

_____

_____

12. List honors, awards, scholarships, prizes, and other achievements (including patents, publications):

_____

_____

13. Describe your participation in professional, civic, business, or community organizations.

_____

_____

_____

14. References:
Give below the names, positions and complete business addresses of two references whom you have requested to write to the **Director of the Executive Development Program**. Well-balanced, analytical letters are more effective than those devoted solely to praise.

_____
One of your superiors who will discuss your strengths, weaknesses, and prospects within the organization:

_____
Second reference who will discuss your qualifications for the program:

15. Please give a brief statement including your immediate and ultimate objectives in wishing to undertake the program. Please attach your statement to the application form.

I certify that the information given in this application is complete and accurate.

Signature:

_____

This information is based on our program for the class entering in September, 1991. The University of Rochester reserves the right to make changes affecting policies, fees, curricula, or any other matters announced in this publication. The information in this publication is accurate as of August 15, 1991.

Executive Development Program
William E. Simon Graduate School
of Business Administration
Schlegel Hall
University of Rochester
Rochester, New York 14627

Phone: 716-275-3439
Fax: 716-244-3612

EXECUTIVE DEVELOPMENT PROGRAM

Sponsorship

BULLETIN

WILLIAM E.
SIMON
GRADUATE SCHOOL
OF BUSINESS ADMINISTRATION
UNIVERSITY OF ROCHESTER

1993

GUIDELINES FOR COMPANY PARTICIPATION

OPENING

"With this first issue of the EDP Sponsorship Bulletin, we offer some guidelines to help organizations identify candidates with outstanding potential for increased responsibility, outside commentary on executive education, and profiles of EDP sponsors. As we enter our next quarter century in executive education, the Simon School's Executive Development Program would like to recognize participation in the EDP as an integrated experience for candidates, their sponsors, and the School. In future issues, we will continue to highlight the sponsorship component of the EDP experience."

RICHARD G. SCHIAVO
Assistant Dean for Executive Programs
and Professorial Lecturer

INVESTING IN FUTURE MANAGEMENT

The Executive Development Program (EDP) provides an opportunity for organizations to recognize the potential of promising managers and to advance their knowledge and expertise. Applicants to the Executive Development Program (EDP) are generally sponsored by their organizations.[1] Involvement in the EDP confirms a commitment to managerial excellence by effectively preparing professionals for greater management responsibilities.

PROGRAM SPECIFICS

The Executive Development Program is a two-year M.B.A. program requiring release-time on Fridays throughout the academic year (September to June). The curriculum is designed to provide a balance of exposure to all business functions. The EDP takes a building-block approach, offering an analytical framework on which to build general management skills. The program provides an opportunity for intensive interaction with professionals from various disciplines. Study teams reinforce team building and people skills.

The EDP strengthens the employee relationship because involvement in the program signals a strong commitment to the individual. With minimal career interruption, EDP participants maintain continuity in their jobs and are able to immediately apply new techniques and strategies while still in the program.

IMPLEMENTING THE PROGRAM

The Executive Development Program can become an important phase in human resource development. The human resource function can serve as the catalyst for implementing the program in several ways:

(1) by making managers aware of the EDP as a development option
(2) by creating and implementing a timeline for the nomination process
(3) by serving as the internal contact for information about the program.

A central aspect of sponsorship is the shared understanding by the applicants and their organizations of the applicants' present career needs and future potential.

SELECTING CANDIDATES

- Managers are asked to nominate candidates with potential for an increased contribution to the organization based on track record and career objectives (i.e., those individuals who may play a significant role in the organization's future).
- Normally, candidates have a minimum of 6-10 years of corporate experience, have an undergraduate degree, and demonstrate a high level of potential for future advancement.
- Successful EDP participants are those who can balance the rigorous demands of the program against the responsibilities posed by job, business travel, and family. Outside of class, students typically spend 20-30 hours per week on coursework.
- Timing is an important element in the process. It is wise to capture rising stars on the way up, rather than wait until managers have reached the point in their careers where the time demands of the program would preclude them from participating.

continued on back page

[1] *Some program participants, such as doctors, lawyers, consultants, and small business owners, sponsor themselves.*

Galileo Electro-Optics: An EDP Sponsor Interview

John Mastroianni
Vice President and General Manager
Galileo Electro-Optics

■ ***As a sponsor, what were your expectations of the Executive Development Program?***

We sponsored Tim Callahan in the Executive Development Program because we like to make investments in people just like we invest in capital. We wanted to equip him with the academic skills needed to take on higher management positions.

We had high expectations when we hired Tim. He already had several years' experience in sales and marketing. We saw him as an aggressive, bright person with a lot of potential.

■ ***Were there any benefits to your company while Tim was in the program?***

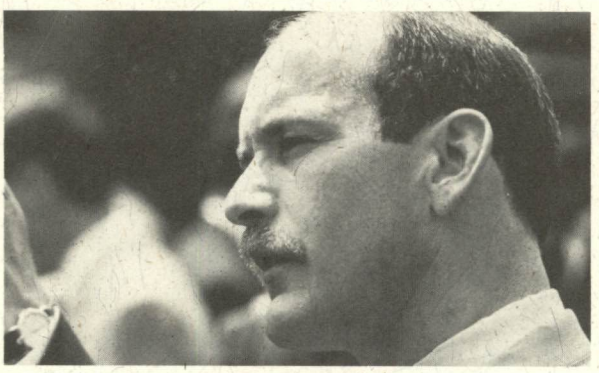
While Tim was in the EDP, he did two major market studies for one of our business groups. We had previously hired consultants to handle these studies.

■ ***Have the problem-solving tools Tim has learned in the program affected his decision making?***

I've noticed a change in the way Tim looks at business. He now sees a more complete picture: marketplace, technology, distribution, etc. The flavor and tone of his approach have changed also. He asks different questions when making business decisions with customers. Also, his approach to pricing has changed. He now sees pricing as a business decision rather than a sales decision.

■ ***Is there anything you would like to add?***

I consider the EDP an investment rather than an expense. We would like to send another candidate through the program in another year or so.



Tim Callahan '92
Manager Sales and Marketing, Office and Medical Products
Galileo Electro-Optics

■

"Successful graduates of the Simon School invariably demonstrate a deep understanding of the broad principles underlying data-driven problem solving and the economic realities of short- and long-term value maximization of the organization."

■

PETER M. PALERMO
Vice President and
General Manager
Consumer Imaging
Eastman Kodak Company
EDP Graduate '73
and Sponsor

the teaching staff. Professors, on the other hand, could provide theoretical underpinnings along with a measured, scientific approach to strategic decision-making.

Second, there was a whole new dimension to E.M.B.A. classes. Students learned not only from teachers and textbooks, but to an extraordinary degree, from one another. The cumulative experience of the class was put to the service of all. Class participation was a learning event in a measure impossible to an undergraduate class or to an M.B.A. program for younger students. Executive M.B.A. programs were challenging and made incredible time demands, but they were fun and the students learned more than they hoped or believed they could.

But the real story has not only been the amazing proliferation of executive programs, or the unique learning opportunities they offer. E.M.B.A. programs, because they are relatively small, serve a special audience, involve senior research and teaching faculty, and offer broad opportunities for testing new ideas and techniques. In most schools, executive students were involved in simulated negotiations long before the current interest in the subject.

Executive programs were the laboratories in many schools for issues like managing technology and diversity.

Courses in executive programs focused on the international implications of business planning long before textbooks discussed global issues at all. Executive programs were the laboratories in many schools for issues like managing technology and diversity. Business schools have quite legitimately been faulted for ignoring total quality management, but executive programs raised quality issues long before TQM became a buzzword. Executive programs have as a group addressed questions about the role of government, not only in the sense of the regulation-deregulation debate, but also in the broader aspects of business policy, taxation, and planning.

Obviously, I do not write as a completely disinterested observer, but executive M.B.A. programs appear to be one of the most important and lasting developments in American business education.

What does the future hold? Clearly, there is a continued concern for quality. Most schools pay careful attention to executive M.B.A. teaching, and now almost all universities offering an E.M.B.A. program are AACSB-accredited. More and more executive programs will open internationally, a trend in which the University of Rochester is clearly a leader. There will be a continued search to discover better ways to develop communication and people skills. But all will occur within the framework of what has happened in the best programs already: putting fine teachers together with experienced, competent, executive students and letting the chemistry work!

James O'Hara has just completed 17 years as Director of Executive Programs at Loyola College in Maryland and has returned to teaching in the Department of Law and Social Responsibility at Loyola. He is a charter member of the Board of Trustees of the Executive M.B.A. Council, the national organization of executive program schools.

Jim is contributing this article exclusively for our first Sponsorship Bulletin.

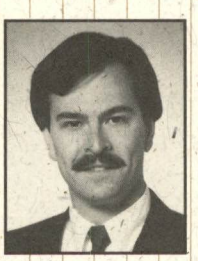
PROFILE

"Chuck Willyard had a well-established career in accounting when he was hired two and one half years ago from UTC Internal Audit group to become the controller of Carrier's $2 billion North American Operations.

One of the big benefits of the EDP for Chuck is that he has been able to step out of the debit and credit world and look at issues from other functional disciplines, particulary the operations perspective of financial analysis.

Although Chuck has officially been working four days a week, he usually worked Saturdays and some Sundays to keep up with work and school. In so doing, he was able to handle tasks beyond the regular day-to-day necessities. Chuck has not only brought in new ideas, such as statistical sampling, but his organization has led the re-engineering effort in Carrier to revamp outdated procedures and automate our processing.

As a direct result of Chuck's participation in the EDP, there's been an interesting benefit for his staff. Chuck has been delegating more, and, as a result, his staff has likewise grown professionally."



by KEITH HALL
Chief Financial Officer
Carrier Corporation
North American Operations

Executive M.B.A. Programs: A Unique Cross-Functional Opportunity

James O'Hara, Loyola College

The first Executive Master's in Business Administration (E.M.B.A.) program opened its doors at the University of Chicago in 1943, during the height of World War II. The fifty years since have seen amazing growth in degree-granting graduate programs for business executives. There are now more than 6,000 students pursuing M.B.A.s in more than one hundred executive programs at colleges and universities throughout the United States and Canada.

Initially, E.M.B.A. programs were designed to make it possible for busy managers and professionals in mid-career to obtain a degree without career interruption. Typically, these were persons who had risen rapidly to positions of responsibility. In most cases, however, the corporate ladder was narrow. The financial personnel knew little about day-to-day "people" management, the engineers were out of their depth with labor and union issues, the marketing executives could not read a balance sheet. Going back to school to *broaden* made great sense.

Over time, most companies (and their executive students) found that more happened in an E.M.B.A. program than just the modest event of getting a degree in a program with a convenient and flexible schedule. First, the students delivered a wonderful synergism with academics. The active business executive/student brought experience, a "can-do" approach to problem solving, and a balanced sense of the practical to

SUGGESTED TIMELINE FOR THE INTERNAL NOMINATING PROCESS	
Late fall	Key organizational managers are provided with details of the program and invited to select nominees.*
Mid January	Target deadline for selecting nominees.
February	Human resources reviews nominees in line with the organization's commitment to the program and works with management to make a final selection.
Late February	Candidates and human resource representative discuss the administrative details of participating in the program, including the formal application process.
Mid March	A completed application package should be received by the EDP.** This includes: • Executive Development Program application • A nomination letter from the applicant's sponsor • A resume of business experience • Two letters of reference • Official transcripts from all undergraduate, graduate, and professional schools attended.
April	Following an interview, applicant is notified by the program of its decision.
Other time-related considerations	
Budgeting	Tuition is paid in four installments in January and October during each year of the program.

* *Please contact the Executive Development Program office at (716) 275-3439 if you need assistance.*

** *Class sizes are limited. Therefore, it is advisable to complete the application process as early as possible.*

MESSAGE

"I have taught in the Executive Development Program for over 15 years. In this program we strive to forge an effective partnership among the school, the students, and the sponsors. Throughout the program's history, many organizations have regularly sponsored candidates to the program. I believe that this pattern by sponsors of partnership regeneration is our most important indication of the lasting tangible value of the program."

CLIFFORD W. SMITH, JR.
Chair, Faculty Committee on Executive Programs and Clarey Professor of Finance and Economics

GUIDELINES FOR COMPANY PARTICIPATION

continued from page two

CONTROLLING PARTICIPATION

- Sponsoring candidates for participation in the EDP is based on the candidates' demonstrated potential for success and timing in their careers.
- An ideal sponsorship scenario is
  (1) where management is proactive, that is, looking to develop a future manager;
  (2) where potential candidates show interest in programs for advancement.
  In this situation, two critical elements for success, a strong sponsor support base and candidate motivation, are evident.
- Some qualified candidates may wait several years for the opportunity to be nominated by their organization.

WHAT MAKES THE EDP UNIQUE

- The EDP is an AACSB fully accredited two-year M.B.A. program with a 26-year history.
- EDP participants are accomplished professionals with a diversity of experience.
- The EDP is designed to offer a general M.B.A. that gives cross-functional credibility to future corporate leaders.

Information Receptions

The Executive Development Program is hosting three information receptions to introduce the program to sponsors and candidates.

ROCHESTER
Wednesday, October 21, 1992

Tuesday, February 23, 1993

These receptions will begin at 5:30 p.m. in Schlegel Hall. There will be an opportunity to tour the new Executive Development suite, including an executive lounge and two 70-seat-capacity classrooms designed to facilitate face-to-face exchanges and build team presentation skills.

BUFFALO
Tuesday, February 9, 1993
Location to be announced

Please call for reservations. We look forward to seeing you.

Phone: (716) 275-3439
Fax: (716) 244-3612

PROGRAM STAFF

Richard Schiavo
Assistant Dean for Executive Programs and Professorial Lecturer
Jean Morris
Administrative Assistant
Pamela Spaan
Information Analyst
Laurie Fenby
Secretary

Executive Development Program
William E. Simon Graduate School of Business Administration
204 Schlegel Hall
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Rochester, New York 14627-0105

WILLIAM E. SIMON GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
UNIVERSITY OF ROCHESTER

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"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION DOCUMENT NUMBER: 9203002
ORIGINATOR: 02

****

SPEECH: YES NO

FROM: LOUSMA, Jack: CIESIN

DATE OF EVENT: 10/09/92 THRU:
TENTATIVE DATES:

LOCATION OF EVENT: SAGINAW, MICHIGAN

TIME OF EVENT: 1:00 P.M.-3:00 P.M.

SUBJECT: AN INVITATION TO ATTEND A BRIEFING AND A WORKSHOP ON THE ACCESS, USE AND INTEGRATION OF GLOBAL CHANGE INFORMATION.

****

RSVP: 10/06/92

CONTACT PERSON: TURPIN, Karen

CONTACT NUMBER: 517-797-2604

****

INVITATION ACCEPTED? YES NO

RPB Conflict (PCAST)

****

COPIES TO: ENVIRONMENT

REMARKS: 10.8.92 - Regretted to Karen T. MN

DATE OF LETTER: 09/29/92 DATE RECEIVED: 10/05/92

FILE: P-INVITATION

3002

CIESIN
Consortium for International
Earth Science Information Network

2250 Pierce Road
University Center, MI 48710 USA
Phone: 517/791-7371
Fax: 517/790-0735

September 29, 1992

Dr. Allan Bromley
Assistant to the President for Science and Technology
Old Executive Office Building
Washington, DC 20500

Dear Dr. Bromley:

The Consortium for International Earth Science Information Network (CIESIN) invites you to attend a briefing and workshop in Saginaw, Michigan, on the access, use and integration of global change information, and the ribbon-cutting ceremonies for the CIESIN interim data and research center and headquarters. The briefing will be held from 1:00 p.m. to 3:00 p.m. on October 9, 1992, and the ribbon-cutting ceremonies will be at 10:30 a.m. on the same day.

CIESIN is a non-profit corporation carrying out an initiative of the United States government. The CIESIN mission relates to making science data and information generated by the federal government and other organizations more widely available. Four agencies of the United States government are currently sponsors of CIESIN activities, including NASA, EPA, DoD and USDA. The CIESIN mission has its origins in the federal government's need to understand and address global change and to make more efficient use of the data that is available from our investment in government-wide earth monitoring systems.

State, local and federal officials, along with members of the CIESIN staff and the public, will be present for the dedication ceremonies, to tour the facilities and view environmental information technology demonstrations, and to attend the workshop and receive briefings on CIESIN's current and planned activities in providing access, use and integration of physical and human science information relating to global environmental change.

The afternoon briefing will include an overview of CIESIN's planned "Users' Workshop" in November. Your input and feedback on this important effort to develop CIESIN's activities to meet our users' requirements would be very valuable. There is no fee to attend this briefing.

1825 K Street, N.W., Suite 805 Washington, D.C. 20006 USA
Phone: 202/775-6600 Fax: 202/775-6622

1968 Green Road P.O. Box 134003 Ann Arbor, MI 48113 USA
Phone: 313/663-5650 Fax: 313/663-6622

Because attendance is limited, we request that you register your place at the briefing at your earliest convenience, but no later than October 6, 1992. To RSVP, please call Karen Turpin at 517-797-2604.

I hope you will be able to attend.

Sincerely,

Jack R. Lousma
President