



## AN INTERVIEW WITH THE NEW DEAN

The following is a condensed summary of a question-and-answer session with Dean Ronald L. Smith conducted by Mrs. Marilyn Mertens.

*Q. Dean Smith, you have been in your new position only a few days. How does a new dean begin?*

*A.* I don't really know how it's supposed to be done. I've never been a dean before. But what I want to do first is to set in motion processes which will cause this college to reexamine itself, its mission, and the means by which this mission can be accomplished. Over the coming year we're going to try to get the whole academic community—faculty, students, administration—as involved as possible in a self-study. And we want the business and government community to participate with us too.

*Q. How does one go about such a self-study?*

*A.* The first thing you do in diagnosing any organization is to ask "What do we have to work with now? What are our assets?" Here our most important assets are human resources. We have a fine faculty and good students. We have physical assets, including a building which was remodeled in 1970. We have strong historical relationships with business, government, and the people of Nebraska—a reservoir of good will which must be maintained and enhanced. After we examine our assets we ask "What are our targets or goals?" Then the third natural question is "What additional assets or resources do we need in order to reach these goals?" We will probably find that there are both human and physical resources we need and don't have. These will have to be translated into costs and priorities to determine specific needs.

*Q. This sounds like the beginning of a rather comprehensive planning process.*

*A.* Yes, we will probably develop three plans: a short-range plan for goals within the next year or two; middle-range goals; and a longer-term plan. I strongly believe that if an organization is going to be able to evaluate itself it must have very specific goals—and then periodically assess the extent to which it has met those goals.

*Q. What do you see the role of the dean to be in all this?*

*A.* My concept of administration is one of enabling, facilitating, and coordinating—getting impediments out of the way of some-

body who has a good idea so he can go with it. There's excitement in that kind of work, whether it's in a teacher's classroom, down at a bank, or here in the dean's office. My style is not to come in and dictate the plan of action, but rather to try to facilitate processes which will cause our total organization to come together, to assess itself, determine a plan of action. One of my favorite equations says that "the effectiveness of a plan is equal to the quality of the plan times its acceptability." You can have the best plan in the world, but if it doesn't have widespread acceptance it's going to fail.

*Q. What do you see as the role of a college of business?*

*A.* Its role is to provide leadership for organizations of all sorts which serve the public. Private enterprise organizations will always be a crucial segment served by such colleges. But government organizations, health and community service organizations, educational organizations, religious institutions—to name a few—need administrative skills too. Organizations have become much more complex, and they require leaders who combine a broad education with special skills in administration.

*Q. You mention a broad education. Is there some danger of overspecialization in a professional school such as the College of Business Administration?*

*A.* There could be, but I think not in our program. I'm glad we have a program here that lets our students get out and have access to things that are going on in other colleges and departments of the University. There are many areas of awareness which students need, and they aren't found exclusively in the College of Business. Students also need an understanding of the nature and problems of the economic system within which they live and work, and the economics department in our college provides this. I'm also glad we have in our college a Center for Economic Education that helps teachers introduce this segment of understanding into the school curriculum at lower levels.

(Continued on page 2)

*Q. Do you have some new directions in mind for the College of Business here?*

*A.* I trust processes more than I do specific solutions. But I do have some ideas which I hope this college will explore in its self-study. I'll mention just two. The first is continuing education. We're doing some of that in the college, but we can and should do much more. We need to determine how much demand there is for this kind of service. That is one reason I want to get the business and government community to work with us in our self-analysis in order to determine what the needs are.

*Q. What specific kinds of continuing education do you have in mind?*

*A.* Well, for example, I have a number of letters from people who feel we should have an evening M.B.A. program, and I think we should consider the possibility. In many cases advanced education in business is much more effective if there is an intervening period between the baccalaureate degree and a graduate degree. And this is a very exciting kind of student to work with, too. The need for other types of continuing education are, in a sense, being determined for us. I believe the Legislature has passed a law requiring accountants to go back to school periodically to keep abreast of change. We must be pro-active, not reactive to this kind of need. We must be so closely in touch with the business community that we know in advance when these needs are coming and are ready to respond to them in a positive way.

*Q. You were going to mention a second idea you wanted considered.*

*A.* Yes, this is in the area of consulting or public service. A College of Business has a responsibility to its community very similar to the agricultural school with its extension program. The taxpayers have provided expertise within the college, and this specialized knowledge should be available to organizations in the state that want it.

*Q. But don't professors in the college do a good deal of consulting work?*

*A.* Yes, and they answer numerous inquiries free of charge. I know that you in the Bureau of Business Research also provide a great deal of information and respond to numerous requests from business, government, and social organizations. But consulting services for organizations in trouble should not be limited to a large company that can hire a professor or private consultant. If the local gas station down on the corner is going out of business because the manager doesn't know how to keep his accounts properly or doesn't know how to market his products and services, he ought to feel that this is the place he can come for help, just as the farmer feels he can call up his extension agent. And what a tremendous learning experience we could provide for our students! When the gas station operator calls and says "Help, I'm in trouble," a team of students guided by a professor can provide the help he needs. This is a win-win situation, where the students win by getting to supplement their classroom work with experience working with real-life problems, and the organization wins by having some expertise available that wouldn't be otherwise. I'm not sure yet just how we can accomplish this. It's going to take a lot of doing. Presently we just don't have enough staff to make this service generally available in addition to teaching—which is our primary mission. But I think it can be done!

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UNIVERSITY OF NEBRASKA—LINCOLN James H. Zumberge, <i>Chancellor</i> Ronald L. Smith, <i>Dean</i> College of Business Administration As an issue of the University of Nebraska-Lincoln News, <i>Business in Nebraska</i> is prepared monthly by the Bureau of Business Research as a public service and mailed free within the state upon request. Material published herein may be reproduced with proper credit.	BUREAU OF BUSINESS RESEARCH Member, Association for University Business and Economic Research  200 CBA, City Campus Lincoln 68508; Phone (402) 472-2334  E. S. Wallace, <i>Director</i> Edward L. Hauswald, <i>Associate Director</i> Vernon Renshaw, <i>Statistician</i> Duane Hackmann, <i>Research Associate</i> Mrs. Marilyn Mertens, <i>Research Analyst</i>	

*Q. This brings to mind your earlier statement that additional financial resources would probably be needed to accomplish the goals of the college. Where do you expect the money to come from?*

*A.* I would hope that additional appropriations would be provided by the Legislature for some of the things I have been talking about. But I shall have no reluctance at all in going to the business and industrial community, as well as to government, and saying, "Look, one of our missions is to prepare future leadership for your organizations. You should share along with the taxpayers in providing the resources for developing that leadership." When you have good ideas, and when you take those good ideas to people who care, they help you find the resources to carry them out. What we must do is get processes started which will develop more good ideas. I'm very confident from the reception I have received from the business and government communities, from our University administration, from all of Nebraska, that they're very receptive to good ideas.

*Q. You come from a different type of position and organization. Do you think this is an obstacle for you?*

*A.* There are advantages and disadvantages for the College in bringing in a new person from a different background. The disadvantage obviously is that I "don't know the ropes" at UN-L. But establishing effective processes is more important than having specific pieces of information. The processes I have watched and learned and used in other organizations with other people are going to be the right kind of processes here too. The advantage for the college is that I may be more adaptable to becoming whatever kind of dean this college needs at this particular time. Like every other human being, I have a need to grow and develop. I know I'm going to get more from this opportunity in terms of personal growth than I'll ever be able to give back. But I'm going to try to give an awful lot.

*Q. Why were you interested in coming to Nebraska?*

*A.* Physical location is rather unimportant. Exciting things happen where exciting people come together, and that's the reason I came here. We have an exciting faculty, staff, and student body, and we're continuing to get more good people. Our faculty has good balance, with some young people bringing in new ideas and some older people who have wisdom and experience that come only through years of living. That's a beautiful balance to have in a faculty, especially when these people communicate and work closely with each other. I don't mean that we're without problems or conflicts. No organization is. But I believe that all the potential is here for making this one of the most outstanding colleges of business administration in the nation or in the world.

## NEW BUREAU STAFF

Mrs. Marilyn Mertens joined the staff of the Bureau of Business Research August 1 as an analyst and community relations specialist. She is also teaching a class in Political Science.

Formerly a member of the faculty at Nebraska Wesleyan University, Mrs. Mertens holds the B.A. degree from Westmar College in Iowa and the M.A. degree from University of Nebraska-Lincoln,

where she has also completed course requirements and comprehensive examinations for the Ph.D. degree. From 1970 to 1972 she was Community and Regional Planner in the State Office of Planning and Programming. During this time she prepared community development plans for three small Nebraska communities, published a booklet, "Administrative Procedures for Zoning," supervised a migration study entitled "Small Towns and Residential

Choice," and served as coordinator of the state task force for the Omaha Riverfront Development Project.

In her Bureau work Mrs. Mertens will respond to requests for information, plan and participate in public meetings requiring production and use of economic data, participate in development of new programs in connection with the rural development and revenue sharing programs, and engage in other research, writing, and

editing work.

Mrs. Mertens and her husband, Ronald J. Mertens, Acting Director of the Department of Economic Development, live at 5910 South 25th Street in Lincoln.

Mr. Duane Hackmann joined the staff of the Bureau December 1 as Research Associate with rank of Assistant Professor. He is in charge of the computer work of the Bureau and assists other faculty members in this area.

Mr. Hackmann is a native of Iowa. He received the B.S. degree from Iowa State University. His graduate work has been at Kansas State University, where he is a candidate for the Ph.D. Degree.

Prior to coming to Nebraska Mr. Hackmann taught at Iowa State University and Wichita State University. He is coauthor with M. Jarvin Emerson of "The 1969 Kansas Input-Output Study," and "Inter-industry Projections of the Kansas Economy," and with Donald Epley of "Economic Indicators of the Wichita Area Economy." Since coming to Nebraska Mr. Hackmann has been heavily involved in preparation of county and city population estimates and projections, which are now in process of publication.

Mr. Hackmann is single and resides at 1704 Dakota Street.



## NEW OCCASIONAL PAPER

*The Impact of New or Additional Industry Upon Rurally-Oriented Areas: A Selectively Annotated Bibliography with Emphasis on Manufacturing* has been published by the Bureau of Business Research as Occasional Paper Number Two. The paper represents the efforts of Steven Kale, a part-time instructor in the Department of Geography of the University of Nebraska-Lincoln.

Dr. Edward L. Hauswald, Associate Director of the Bureau of Business Research, points out in the foreword that the bibliography reflects both a special interest and the general increase in attention being given to industrial location and relocation especially in terms of the impact of change on the manufacturing sector of the economy.

The items selected for listing in this paper are intentionally oriented to the less theoretical aspects of industrial development, and it is believed that the bibliography should be particularly valuable to those responsible for the formulation, initiation, and implementation of studies and policies related to rurally-oriented community and area development.

Occasional Paper Number Two, which sells for \$2.00 per copy, may be obtained from the Bureau of Business Research, 200 CBA, University of Nebraska-Lincoln, Lincoln, Nebraska 68508.

## NEW ASSISTANT DEAN

Coming with Dean Smith from General Motors Institute, where he has been Associate Professor of Organizational Behavior for the past year, Dr. Gary Schwendiman has assumed his new position here as Assistant Dean and Associate Professor of Management.



Dr. Schwendiman is a native of the State of Washington. He received his B.S. degree with honors from Washington State University in 1962 and his M.S. and Ph.D. degrees from Brigham Young University in 1968 and 1971 respectively. His prior teaching experience has been at Brigham Young and at Marshall University in West Virginia.

In 1970 Dr. Schwendiman was selected by the National Junior Chamber of Commerce for inclusion in its publication *The Outstanding Young Men of America*. He is the author of numerous papers in the area of interpersonal relations presented at meetings of learned societies and published in scholarly journals.

Dr. and Mrs. Schwendiman and their three preschool children have moved to their new home at 3135 Calvert in Lincoln.

## Review and Outlook

Business activity in Nebraska continued at a very strong pace in June with the overall dollar-volume index at a level of 172.1 percent of the 1967 average compared with the level of 172.8 published last month for May. The small drop in the overall index from May to June was due to a fall in the cash farm marketings indicator from the very high level it had reached in May. All the nonagricultural sector indexes rose from May to June with the overall nonagricultural dollar-volume index reaching a level of 170.3 compared with 167.4 published for May. The largest May-to-June increase was in construction, followed by manufacturing, distributive, and government.

The overall national dollar-volume index was at a level of 165.9

in June compared to 164.9 published for May. The May-to-June increase in the national index represents a slowdown from the very rapid expansion in earlier months. The strongest evidence of the national slowdown in growth was in the distributive sector where the national retail sales indicator registered an actual drop from May to June in contrast to the substantial expansions registered in earlier months. The rapid growth of manufacturing experienced in the early part of 1973, however, continued from May to June.

All sectors of both the national and state economies were well above 1972 levels during the first half of 1973. The overall state dollar-volume index was up 14.5 percent from the first six months

(Continued on page 5)

Notes for Tables 1 and 2: (1) The "distributive" indicator represents a composite of wholesale and retail trade; transportation, communication, and utilities; finance, insurance, and real estate; and selected services. (2) The "physical volume" indicator and its components represent the dollar volume indicator and its components adjusted for price changes using appropriate price indexes—see Table 5, page 5.

### ECONOMIC INDICATORS: NEBRASKA AND UNITED STATES

#### 1. CHANGE FROM PREVIOUS YEAR

June 1973	Current Month as Percent of Same Month Previous Year		1973 Year to Date as Percent of 1972 Year to Date	
	Nebraska	U.S.	Nebraska	U.S.
<b>Dollar Volume</b>	114.5	113.7	114.5	113.0
Agricultural	134.7	137.8	136.0	130.6
Nonagricultural	111.0	112.9	110.9	112.4
Construction	114.7	113.2	120.5	111.5
Manufacturing	115.0	121.1	112.7	118.2
Distributive	110.4	110.2	110.8	111.0
Government	107.6	108.7	105.7	108.0
<b>Physical Volume</b>	102.6	105.1	104.5	106.1
Agricultural	99.2	99.9	102.5	99.8
Nonagricultural	103.1	105.2	104.9	106.3
Construction	105.5	104.0	111.7	103.3
Manufacturing	100.7	109.0	102.2	109.4
Distributive	104.2	104.0	105.8	105.9
Government	101.0	103.0	101.8	102.9

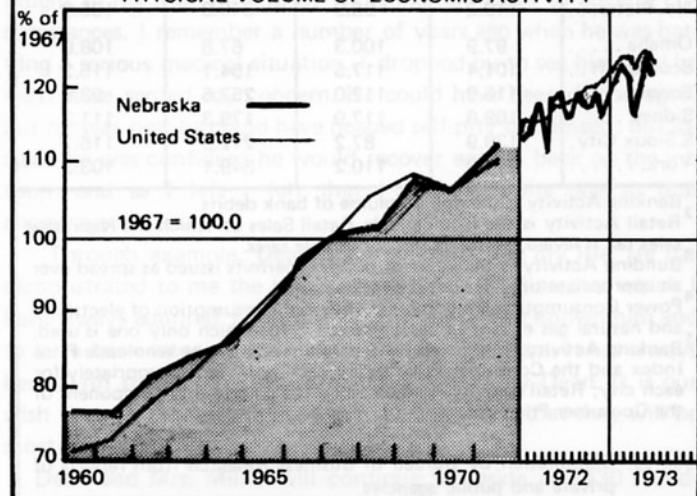
#### 2. CHANGE FROM 1967

Indicator	Percent of 1967 Average	
	Nebraska	U.S.
<b>Dollar Volume</b>	172.1	165.9
Agricultural	181.0	180.7
Nonagricultural	170.3	165.3
Construction	214.0	179.6
Manufacturing	159.9	153.6
Distributive	167.7	168.8
Government	180.0	171.5
<b>Physical Volume</b>	121.4	123.0
Agricultural	104.8	105.9
Nonagricultural	124.7	123.6
Construction	143.6	120.6
Manufacturing	118.4	117.3
Distributive	126.6	127.5
Government	118.2	122.5

### 3. NET TAXABLE RETAIL SALES<sup>1</sup> OF NEBRASKA REGIONS (Unadjusted for Price Changes)

Region <sup>2</sup> and Principal Retail Trade Center	June, 1973 as percent of June, 1972	1973 Year to Date as percent of 1972 Year to Date
<i>The State</i>	114.0	114.2
1 (Omaha)	106.5	109.1
2 (Lincoln)	115.0	114.0
3 (So. Sioux City)	98.8	99.2
4 (Nebraska City)	116.6	118.0
5 (Fremont)	113.8	114.0
6 (West Point)	117.7	120.4
7 (Falls City)	118.7	114.3
8 (Seward)	121.9	120.0
9 (York)	115.8	119.7
10 (Columbus)	122.3	120.9
11 (Norfolk)	120.0	122.1
12 (Grand Island)	116.1	116.9
13 (Hastings)	112.9	115.4
14 (Beatrice)	114.8	117.0
15 (Kearney)	117.2	115.5
16 (Lexington)	127.7	119.4
17 (Holdrege)	118.9	117.6
18 (North Platte)	120.9	117.8
19 (Ogallala)	116.5	119.5
20 (McCook)	125.3	118.5
21 (Sidney, Kimball)	123.5	116.3
22 (Scottsbluff)	129.2	118.7
23 (Alliance, Chadron)	125.5	118.8
24 (O'Neill)	113.3	120.8
25 (Hartington)	125.1	128.3
26 (Broken Bow)	125.6	118.7

### PHYSICAL VOLUME OF ECONOMIC ACTIVITY

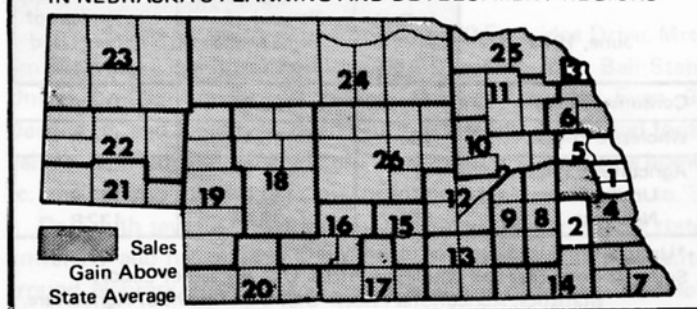


<sup>1</sup> Sales on which sales taxes are collected by retailers located in the state, including motor vehicle sales.

<sup>2</sup> "Planning and development" regions as established by the Nebraska Office of Planning and Programming and shown in the map below.

Source: Compilations by Bureau of Business Research from data provided by the Nebraska Tax Commissioner.

### 1973 YEAR TO DATE AS PERCENT OF 1972 YEAR TO DATE IN NEBRASKA'S PLANNING AND DEVELOPMENT REGIONS



(Continued from page 4)

of 1972 compared with a national increase of 13 percent for the same period. The slightly faster growth of the Nebraska index can be attributed to the importance in the state of agriculture, which was the fastest growing sector in dollar terms in both Nebraska and the nation during the first half of 1973. The nonagricultural dollar-volume index for Nebraska increased less than the comparable national index from the first half of 1972 to the first half of 1973 (10.9 vs. 12.4 percent).

Much of the dollar-volume growth in the first half of 1973 was the result of price increases. From the first six months of 1972 to the first six months of 1973 consumer prices increased 4.8 percent, wholesale prices 10.8 percent, and agricultural prices received 30.9 percent at the national level. The effect of price increases on the business indexes can be seen when it is noted that the overall national physical-volume index increased only 6.1 percent from the first half of 1972 to the first half of 1973 compared to the dollar-volume growth of 13 percent. Because of the importance of the agricultural sector, which has witnessed the most rapidly rising prices over the past year, the discrepancy between physical-volume and dollar-volume is even greater in the state than nationally (4.5 vs. 14.5 percent).

In spite of the slight national decline mentioned above, Nebraska retail trade activity continued to grow in June. In Table 3 net taxable retail sales for the month are shown to be 14 percent above June, 1972. The growth from the first half of 1972 to the first half of 1973 was 14.2 percent. The most rapid growth in retail activity in the state has been outside the major metropolitan centers. Only one of the nonmetropolitan state planning regions had increases in sales below the state average for the first half of the year. The five fastest growing regions in terms of retail sales are in the Northeastern part of the state (Hartington, Norfolk, Columbus, O'Neill, and West Point). Each of these five regions had an increase in sales exceeding 20 percent for the first half of 1973 compared with the first half of 1972.

Adjusted for price increases and excluding motor vehicle sales (see Table 4), the increase in retail activity for the state from June, 1972, to June, 1973, was only 6.4 percent. Even after adjusting for price changes five of the 26 cities listed in Table 4 (Alliance, Chadron, Holdrege, Kearney, and Lexington) show increases in retail activity of more than 20 percent for the June-to-June period. At the opposite extreme three cities (Bellevue, North Platte, and South Sioux City) witnessed declines in the real volume of retail activity over this period.

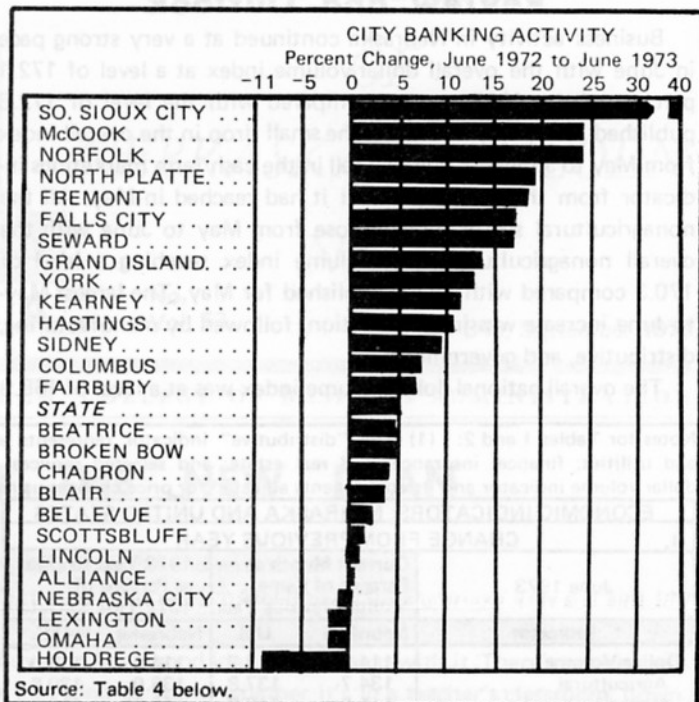
Price-adjusted banking activity increased 5.1 percent for the state from June, 1972, to June, 1973. As with retail activity there was considerable variance from city to city in banking activity changes.

V. R.

5. PRICE INDEXES

June, 1973	Index* (1967 = 100)	Percent of Same Month Last Year	Year to Date as Percent of Same Period Last Year*
Consumer Prices . . . . .	132.4	105.9	104.8
Wholesale Prices . . . . .	136.7	115.1	110.8
Agricultural Prices . . . . .			
United States . . . . .	170.6	137.9	130.9
Nebraska . . . . .	172.7	135.8	132.8

\*Using arithmetic average of monthly indexes.  
Sources: Consumer and Wholesale Prices: U.S. Bureau of Labor Statistics; Agricultural Prices: U.S. Department of Agriculture.



Source: Table 4 below.

The State and Its Trading Centers	Percent of Same Month a Year Ago			
	Banking Activity <sup>1</sup>	Retail Activity <sup>2</sup>	Building Activity <sup>3</sup>	Power Consumption <sup>4</sup>
	(Adjusted for Price Change) <sup>5</sup>			
The State	105.1	106.4	152.9	106.5
Alliance . . . . .	100.7	127.5	390.1	121.8
Beatrice . . . . .	104.9	103.0	84.3	118.7
Bellevue . . . . .	102.5	88.0	207.9	76.6*
Blair . . . . .	103.8	117.7	112.5	97.0
Broken Bow . . . . .	104.9	115.3	152.2	109.7
Chadron . . . . .	104.0	121.9	385.7	116.2
Columbus . . . . .	106.8	112.5	166.5	109.6
Fairbury . . . . .	106.4	107.5	155.5	106.0*
Falls City . . . . .	117.1	119.1	9.5	109.7
Fremont . . . . .	118.7	109.9	258.5	110.6*
Grand Island . . . . .	112.8	104.5	186.9	115.1
Hastings . . . . .	110.6	109.1	96.1	97.6
Holdrege . . . . .	89.7	121.2	336.8	105.5
Kearney . . . . .	111.0	121.8	192.1	105.2
Lexington . . . . .	97.9	121.6	165.8	113.6
Lincoln . . . . .	101.2	107.7	121.1	100.4
McCook . . . . .	124.4	112.8	123.1	98.7
Nebr. City . . . . .	98.7	105.6	38.3	105.0
Norfolk . . . . .	124.4	110.0	98.9	104.1
No. Platte . . . . .	119.2	98.9	340.8	105.8
Omaha . . . . .	97.9	100.3	67.8	108.0
Scottsbluff . . . . .	101.4	117.5	154.1	115.2
Seward . . . . .	116.9	112.0	257.5	93.6
Sidney . . . . .	109.0	117.9	179.3	111.3
S.Sioux City . . . . .	139.9	87.2	212.9	116.7
York . . . . .	111.9	110.2	349.1	103.3

<sup>1</sup>Banking Activity is the dollar volume of bank debits.  
<sup>2</sup>Retail Activity is the Net Taxable Retail Sales on which the Nebraska sales tax is levied, excluding motor vehicle sales.  
<sup>3</sup>Building Activity is the value of building permits issued as spread over an appropriate time period of construction.  
<sup>4</sup>Power Consumption is a combined index of consumption of electricity and natural gas except in cases marked \* for which only one is used.  
<sup>5</sup>Banking Activity is adjusted by a combination of the Wholesale Price Index and the Consumer Price Index, each weighted appropriately for each city; Retail Activity is adjusted by the commodity component of the Consumer Price Index.

Source: Compilation by Bureau of Business Research from reports of private and public agencies.

After nearly a quarter of a century as a member of the faculty of the College of Business Administration, including fifteen years as Dean, Charles S. Miller retired July 1. During his tenure as Dean enrollment in the College increased about 75 percent and the size of the faculty doubled. The building housing the College was remodeled, separate departments of Accounting, Finance, Management, and Marketing were created, and the M.B.A. degree was established.

A native of Denver, Dean Miller earned his B.S., M.A., and Ph.D. degrees at the University of Iowa. Before coming to the University of Nebraska he lived in Omaha, serving successively as a member of the faculty at Creighton University, Treasurer of the Glenn L. Martin-Nebraska Company, assistant secretary of the American Reserve Life Insurance Company, and comptroller of C. A. Swanson and Sons. During his tenure as Dean he was for six years Big Eight faculty representative of the University.

At the retirement dinner honoring Dean Miller, Professor O. J. (Joe) Anderson of the Department of Accounting presented a tribute on behalf of the faculty. The following excerpts are taken from his remarks:

"It was 24 years ago that I met Charlie Miller when he joined our faculty in the fall of 1949. I always valued his counsel and enjoyed his company, for I recognized early that here was a person who knows how to live and to enjoy life to its fullest. He knows how to bring out the best under all circumstances.



"I was privileged to go hunting with our Dean a few times. Prior to these outings my objective while hunting was to shoot my limit of birds. But from our Dean I learned to observe the beauty of nature on a crisp autumn morning. He taught me the joy of listening to the whirr

of the ducks' wings as they flew overhead; that hunting was but a catalyst, an excuse to take time and enjoy the companionship of friends while viewing nature at its best. He soon taught me to forget how many or how few birds we may have bagged, and instead to cherish the memories of the good times we had while hunting the fields together.

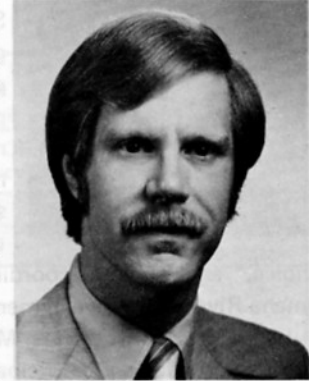
"I have watched our Dean in action but I acquired a deeper insight to his true makeup by watching him react to adverse circumstances. I remember a number of years ago when he was battling a serious medical situation. I dropped by to see him, and he must have sensed my concern. He could have been discouraged, but he was not; he could have heaped self-pity on himself, but instead he was confident he would recover and be back on the job soon; and as I left I felt that I had been the one to find encouragement.

"Through example, Dean Miller has enriched my life. He has demonstrated to me the ideals of attitude and character which I have always admired. I count it a privilege to have known him and to have been associated with him these many years. It has always been with pride that I acknowledged him as my Dean. It is our wish that his retirement years may be many and that they will be most enjoyable."

Dean and Mrs. Miller will continue to reside at 3430 Woodshire Parkway in Lincoln.

The faculty and staff of the College of Business Administration join in welcoming our new Dean, Dr. Ronald L. Smith. Dean Smith comes to Nebraska from Flint, Michigan, where he was professor and chairman of the Department of Communication and Organizational Behavior at General Motors Institute. He was the youngest department chairman ever appointed there when he was named to the position in 1968.

Dr. Smith, a native of Indianapolis, Indiana, earned the degree of Bachelor of Mechanical Engineering from General Motors Institute in 1960, a Master of Science degree in Industrial Relations from Purdue University in 1962, and a Ph.D. in Organizational Behavior from Purdue in 1967. Since 1963 he has been a member of the faculty at General Motors Institute, teaching communication and organizational behavior courses and helping organize a new industrial administration degree program. In 1964 he was chosen the "Outstanding Young Teacher" by the Central States Speech Association.



Dr. Smith has been a consultant to General Motors Corporation and guest lecturer at many colleges and universities in the Midwest. He belongs to numerous professional organizations, including the Academy of Management, the Midwest Business Administration Association, the American Business Communication Association, and the Industrial Relations Research Association. He has also served as a staff member on the Michigan State University—U.S. State Department AID Communications Seminars.

Dean Smith recently completed a term as president of the International Communication Association and is on the Board of Directors of the Council of Communication Societies. He has been both executive secretary and president of the International Communication Association and business manager for the *Journal of Communication*. He has also been active in his social fraternity, Theta Xi, and in alumni activities at General Motors Institute, as well as in other church and civic activities.

In addition to delivering several papers at professional meetings, Dr. Smith has published articles in the *Bulletin* of the Operations Research Society of America and the *Michigan Speech Association Journal*, with articles reprinted in the *Journal of Business Communication* and *Communication: Perceptions by Businessmen and Educators*. He is the author of "Theories and Models of Communication Processes," in *Speech-Communication Behavior* and, with G. M. Richetto and J. P. Zima, of "Organizational Behavior: An Approach to Human Communication" in *Approaches to Human Communication*.

The Smiths' new Lincoln address is 1300 Eastridge Drive. Mrs. Smith (Betty) is a graduate in Home Economics from Ball State University. The Smiths are parents of three children: Evan, 9, Deanna, 6, and Kathy, 4. Dean Smith is a tennis player and football fan and pursues a daily exercise program. ("I married a home ec. major who bakes delicious pies and cakes, so I have to.")

Dr. Smith says he is looking forward to working in a large state university and has already accepted several speaking engagements around Nebraska. He is eager to have the opportunity to meet Nebraskans throughout the state.