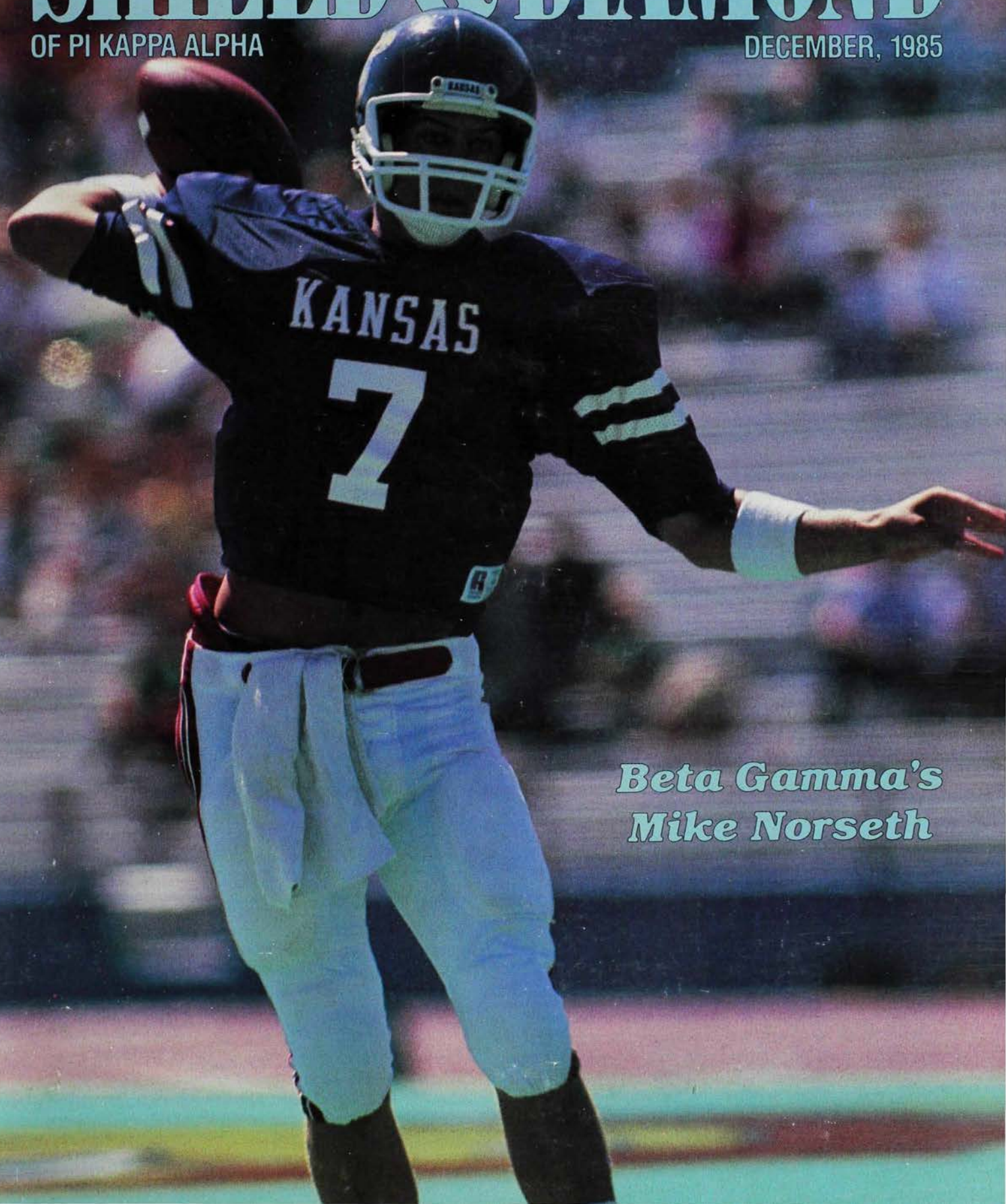


SHIELD & DIAMOND

OF PI KAPPA ALPHA

DECEMBER, 1985



*Beta Gamma's
Mike Norseth*

Presenting the...
Pi Kappa Alpha Regulator Clock

Due to popular demand, the fraternity has extended the availability of the Pi Kappa Alpha Fraternity Regulator Clock. Special arrangements have been made with the manufacturer, Pearl Clock Company, to continue to offer their convenient monthly payment plan with no down payment, or finance charge.

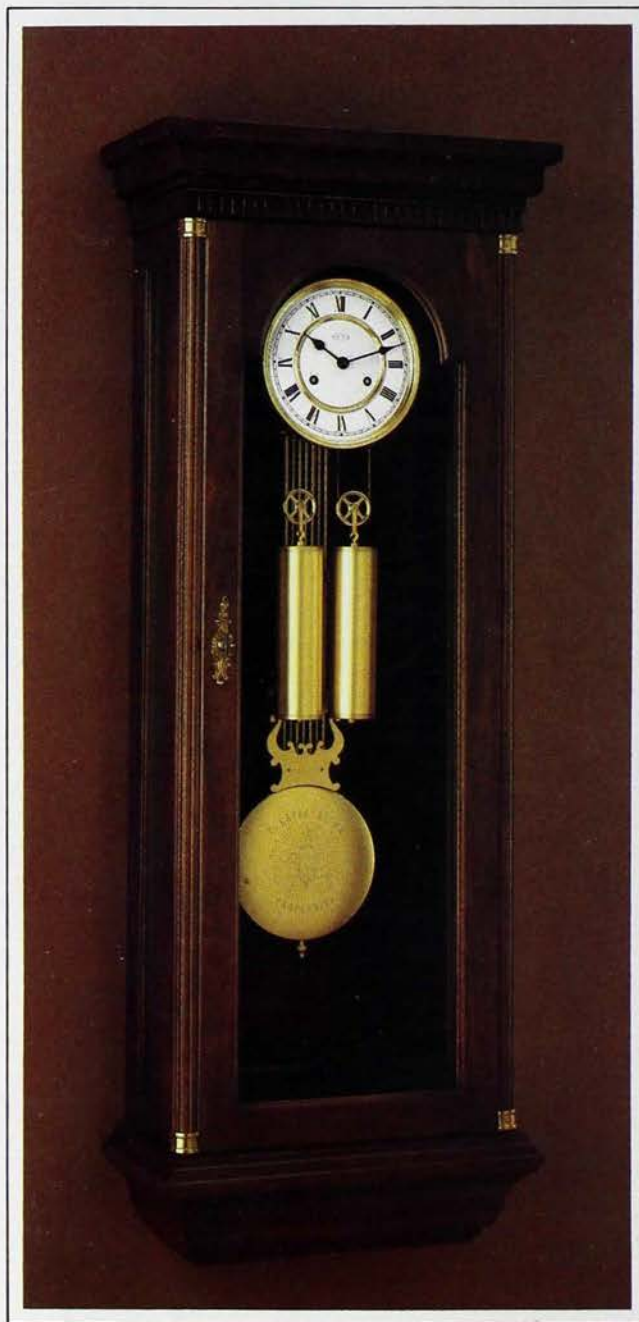
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The many features of the Pi Kappa Alpha Regulator Clock are those found only in the highest quality timepieces. The features include:

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The original issue price of the Pi Kappa Alpha Fraternity Regulator Clock with the etched pendulum is \$440 plus \$78 for handling and shipping within the continental United States. The plain pendulum clock is available for \$400 plus the \$78 shipping charge. *The manufacturer provides a convenient monthly installment plan with no down payment or finance charge.* You may choose to take advantage of this plan — only \$40 per month in eleven monthly installments for the etched pendulum clock, or \$40 per month for ten months for the plain pendulum clock (the \$78 shipping charge is added to the first month only). *Additionally, you can enjoy the clock in your home, or office, for 15 days, risk-free, before your first payment is due.* If you are not satisfied with your acquisition, you may promptly return the clock with no cost or obligation — the manufacturer will pay the cost of delivery and return freight if the clock is returned in its original condition.



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Please note that all orders are subject to credit approval. There is no finance charge and no down payment on the monthly installment plan. Appropriate sales tax will be added to the monthly payments of Tennessee residents only. Please allow approximately 8 weeks for delivery.

Shield & Diamond

VOL. 96 NO. 4 DECEMBER 1985



IN THIS ISSUE: Dr. Ralph H. Kilmann, director of the Program in Corporate Culture at the University of Pittsburgh's Graduate School of Business shares an inside look at how employers and employees behave — and why.

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UPDATE

Aggressive Expansion Efforts Widen Fraternity Horizons

Under the direction of the Supreme Council and Executive Vice President Raymond L. Orians, Pi Kappa Alpha established two new colonies at the California State University at Fresno and at the University of Wyoming. These two colonies, along with East Carolina University and the University of Minnesota, which were established last spring, bring Pi Kappa Alpha's colony count to four.

Also in the area of expansion were two rejuvenation efforts at the University of Arizona and Florida Southern College.

their efforts in seeing Fresno colonized. The group started out successfully with thirty-three members.

Mr. Robert Lundal, Fresno State greek advisor, commented that Pi Kappa Alpha's colonization was the most successful ever experienced at Cal State Fresno. The make up of the group is on par with PiKA's best chapters across the country, maintains a 2.96 grade point average and is composed of several major campus leaders, including officers of prominent business honoraries, resident hall presidents, members and officers of various campus honoraries, and a Homecoming King.

Colony President Rudy Rodriguez, along with Jon Hesslett, vice president, Jeff Stromberg, rush chairman, Wayne Boulby, scholastic chairman and others, has set a colony size goal of sixty-five men to be reached during spring 1986. If the colony's beginning is a show of what is to come, Pi Kappa Alpha will definitely become a major force at Fresno State.

Fresno State

Pi Kappa Alpha successfully colonized at California State University, Fresno during September 3 - 21, 1985. Michael Moreland, associate director of chapter development and Todd Mudd, director of chapter development and services, carried out Pi Kappa Alpha's recruitment of colony members.

Local alumni Roger Allison (*Delta Pi '53*), Hugo Bavarian (*Beta Sigma '39*), Frank Waller (*Gamma Beta '36*), Nat Layes (*Gamma Eta '31*), and Robert Trott (*Zeta Tau '68*) are due thanks for

University of Wyoming

Pi Kappa Alpha staff members Chris

FORUM

Not Always 100% Correct . . .

I WAS cleaning out my "prophecy file" and came upon this article that appeared in the *SHIELD & DIAMOND* in December, 1983. I am enclosing it for your perusal.

In it, Archibald Crawford makes some rather outrageous predictions, none of which came true. I hope that you plan to publish a follow-up article or a retraction since one-time only exposure gives credence to these false

prophets. As you may know, these so-called seers have a batting average much worse than .500 and make a high number of wrong guesses.

J. Donald Anderson, M.D.
Gamma Theta '59

Editor's Note: Dr. Anderson, let this printing of your letter serve as a retraction of the Archibald Crawford article.

Erratum: In the June, 1985 issue of the *SHIELD & DIAMOND*, Beta Zeta chapter was incorrectly credited with a successful wheelchair push for charity. The congratulations for that particular community event goes to Epsilon Tau chapter in New Mexico.

Spivey, western region chapter consultant, and Michael Moreland, associate director of chapter development, conducted a successful colonization at the University of Wyoming during September 18 - October 5.

Their hard work and efforts, along with the efforts of alumni, gave Pi Kappa Alpha one of its most productive colonizations. A group of fifty-four men was established. Among its members is the president of the Mortar Board, who is also the colony president. In addition, the colony is composed of business school leaders, varsity athletes and intramural leaders.

With such a tremendous beginning the group could easily rest on its laurels; however, big plans are in the works for the colony. A pledge education manual has been prepared, a major community service event is in the works, and the group has planned for its first Dream Girl calendar to be completed sometime in the spring. The group has been bombarded by requests for affiliation by undergraduates at the university. But as stated by one undergraduate in the colony, "quality is first and foremost in striving to be the best Fraternity at the University of Wyoming". It is this attitude that will most certainly lead this group to achieve their goal to become the best Fraternity at the University of Wyoming. It may even lead to a chartering in the spring of 1986.

East Carolina University (Epsilon Mu)

The Epsilon Mu Colony, which was recolonized last April, continues to grow and prosper on the Greenville campus. The initial group of thirty-five men has grown to sixty-five after a successful fall rush. A chartering goal of spring 1986 has been targeted.

The group has established itself as a major campus power. It continues to do well in intramurals, campus activities, community service and all other areas of endeavor.

Some are already calling the colony the best fraternity at East Carolina. If that is not the case at this time, it soon will be. Again, alumni are playing a major role in the development of the colony. Through the continued

Colony Advisor, Thomas Haynes and J. Reid Parrot, Jr., the colony continues to move toward its goal of a Spring 1986 chartering.

University of Minnesota (Beta Chi)

Beta Chi Colony continues to experience much success since its recolonization in April of 1985. Thirty new men pledged during fall rush and the colony now numbers sixty-five. The group has set a goal for chartering during Spring, 1986.

Last May, area alumni signed a three year lease on an existing house in the middle of sorority row at the University of Minnesota. The house, the third oldest in the city of Minneapolis-St. Paul, is registered with the National Historical Society and has a forty-man capacity. The colony has been working to refurbish the house and bring it back to its original condition.

Noteworthy accomplishments include maintaining a 2.91 grade point average, two successful community service projects, and participation in Homecoming with the Delta Gamma sorority on campus.

Many alumni are playing an active role in the colony's progress by serving on the housing corporation and as advisory board officers. Housing Corporation officers are: President Dan Nemmers (*Iowa State '75*); Treasurer Jeff Sauer (*Northern Iowa '76*); Secretary Hank Kutcheman (*Virginia Tech '70*); Bob Hahnen (*Minnesota '25*); and Legal Counsel Jon Hawks (*Iowa State '74*). The advisory board consists of Colony Advisor Michael Palm (*Arizona State '79*); Faculty Advisor Tom Schandley, Coordinator of Student Leadership Development Programs; and Financial Advisor Jeff Sauer.

University of Arizona (Gamma Delta)

Pi Kappa Alpha's first development

rejuvenation of Gamma Delta Chapter at the University of Arizona. Gamma Delta was experiencing problems over the past few years which resulted in a house cleaning in May of 1985.

Seven men were retained by the Fraternity's professional staff to carry on the traditions of the once strong chapter. Four national staff members returned to assist the seven members during rush in the job of getting the chapter back on its feet.

In addition, alumni support made the continued existence of the chapter possible. Through the efforts of the undergraduates and alumni Carl Easley (*Eta Beta '64*), P.L. Formo (*Gamma Delta '46*), Brent Kyte (*Alpha Nu '57*), Doug McMaster (*Gamma Delta '75*) and Joel Niles (*Gamma Delta '79*), a successful rush was conducted and thirty men were pledged. In addition, a second rush was held in November, bringing four additional men and upping the membership to thirty-four. Another major rush effort is planned for the spring.

The initial success of the revitalized chapter this fall is indeed a credit to the chapter's remaining seven members and loyal alumni.

Florida Southern College (Delta Delta)

Following the suspension of the chapter's charter in the spring of 1984, Pi Kappa Alpha returned to Florida Southern College during the fall. The recolonization was carried out from October 1 - 12 by staff members Wade Harper, southeast region chapter consultant, and Todd Mudd, director of chapter development and services. They were assisted by Delta Delta alumni John Ehlenbach, Peyton Dekker, Dean Shimer, Mark Clements, Larri Stahl, Tim McCausland, Steve Wightman, Will Whitlock, Mike Phipps, Bill Pigozzi, and Ed Brandon (*Omega*). These gentlemen provided recommendations and assistance while Harper and Mudd conducted the recruitment process.

Eighteen men were pledged to start the colony.

The *SHIELD & DIAMOND* will carry further updates on all of the colonies in the March issue.



As more than one hundred owners of International Tours Travel Agencies met in Ixtapa, Mexico on September 20, 1985, the second of two major earthquakes hit that country. The Camino Real Hotel and Resort was emptied in minutes, as the accompanying account by Michael Jackman so well describes. Pictured above, Ron Blaylock (Kansas State, Alpha Omega '61), far left, is president of International Tours, Inc., the franchisor of more than 240 full service agencies nationwide. Brother Jay Hoult (Ferris State, Zeta Kappa '64), second from the left, and Brother Ken Karsten (Zeta Kappa '63), far right, are owners of the Grand Rapids, Michigan International Tours-Airport Travels franchise, and Brother Michael Jackman (Zeta Kappa '73), second from the right, is the owner of International Tours of Lansing, Michigan.

IT STARTED suddenly. The ground began to vibrate, the building began to sway. Debris showered down on us from the walls and ceiling. It was a massive earthquake!

What started out as a trip to beautiful Mexico to attend a meeting of owners of International Tours offices from around the U.S. turned into something entirely different than that which my wife Marcia and I had bargained for.

We left the States after the first earthquake, which caused such awful devastation and tragedy in Mexico City, struck on Thursday

morning. International Tours staffers from the corporate headquarters in Tulsa had informed us that our destination in Mexico was okay and the meetings were still on.

We landed at the airport in Zihuantanejo and transferred to the Camino Real Hotel in Ixtapa, arriving at 7:30 p.m. local time Friday night. We walked through the open air lobby, past the lounge and restaurant, and beyond the waiting rooms toward the registration desk. As we were waiting to register and receive our room keys, the earthquake struck.

I just stood there, thinking this must be an aftershock from the earthquake that struck on Thursday morning. After a few seconds I realized that it wasn't stopping. In fact it was shaking harder and harder. Marcia grabbed my arm as she turned to follow the crowd toward the exit. We both started to run.

It sounded as if a hundred freight trains in a tremendous thunderstorm were hurtling past the building. We heard shouts and screams above the roar of the quake. The walls were swaying, but fortunately did not collapse around us. The

A Night in Ixtapa

A true story of the Mexican earthquake.

as told by Michael Jackman

stucco facade was falling in chunks and the air was filled with dust.

I have three vivid memories of that ninety seconds forever burned into my memory. The first was that after the initial movement, it did not stop. The duration, though short, seemed very long. The second was the sight of a Mexican baggage handler sprinting past me on his way to the exit; he couldn't get out quickly enough. It was at that point that Marcia and I had begun running. My third memory was of running through the dust and falling stucco. I had dust in my eyes, ears and mouth. Doubtless, I'll always remember the sounds, and how the walls moved and swayed, as well as the terror I felt.

We got outside, uninjured, and stood in the cobbled entrance drive next to a large, circular fountain. The ground had stopped moving. About one hundred people were milling around, with others coming out of the hotel lobby, when the first aftershock hit. It lasted about five seconds. Again the rumble. Again the movement. Only this time it was shorter and not as violent. This was the first of three aftershocks. Approximately three hundred guests were quickly evacuated from the hotel. The management continually urged us to move away from the structure. At that point the power went out in the entire valley, and we were left standing in total darkness.

The hotel generator kicked on, providing minimal lighting. Hotel vehicles were maneuvered to

provide additional light from their headlamps. A buzz of voices filled the air. There was an occasional sob, but mostly the sound of stranger talking to stranger. A camaraderie was building; we had lived through an earthquake together!

The Camino Real staff was superb. A mariachi band from the lounge began to play on the cobblestone street. Waiters immediately began circulating among the guests, filling styrofoam cups from bottles of booze they had grabbed from the bar. Marcia, normally not much of a drinker, took a couple of gulps from her cup. It was the kind of night to drive anyone to drink.

Blankets and beach towels were distributed by the hotel staff, along with chairs carried out from the convention rooms. They served coffee and soft drinks, and provided an urn of Pina Coladas. No one was to be allowed back in the hotel until it could be checked for structural damage. As a result, we spent the night "sleeping" on the cobblestone drive. About two-thirds of the guests slept on lounge chairs from the pool area; the rest of us pitched our blankets and towels on the ground. I found a stone wall which, although smoother, was just as hard as the cobbled street.

A broken water main prevented any hope of running water. Restroom facilities were maintained with water bucketed in from the fountain by hotel staffers. The hotel

security force patrolled the buildings and grounds. The staff doctor gave medical assistance to those with injuries. Everything considered, a heroic job was done by the Camino Real. They get a five star rating from this travel agent.

The next morning, after a sunrise continental breakfast outdoors, nine buses pulled onto the hotel grounds. The guests were allowed back into the building, floor by floor, to retrieve their belongings. Mine were still in the lobby. Twelve hours after the earthquake, which had measured 7.3 on the Richter Scale, the International Tours owners were loaded into four of the nine buses provided by the Camino Real, and were driven to the Acapulco Princess Hotel some four and a half hours away. All of the hotels in Ixtapa had been temporarily closed. There was one death.

Acapulco seemed relatively unaffected by the earthquakes. The Acapulco Princess was serene; the weather warm and beautiful. Downtown, Carlos & Charlie's was as crazy as ever.

Upon reflection, I feel we were very lucky. I am one of those stupid people who will step outside during a tornado warning to see if a tornado is coming and what it looks like. After having survived a major earthquake, I have a new-found, first hand respect for the power and fury of Mother Nature. When the next tornado warning is sounded, you'll find me hiding in the basement.

Pikes on the

PI KAPPA ALPHA'S leading star during the 1985 college football season proved to be Heisman Trophy candidate Mike Norseth of the University of Kansas. The senior quarterback, who threw for 1,682 yards in 1984, was even better this season, setting several school and Big Eight records along the way.

Against Vanderbilt, he completed twenty-four passes in thirty-eight attempts for 480 yards and four touchdowns. His passing yardage mark and 509 total offense yards set new conference records and earned him Sports Illustrated and ESPN "Player of the Week" honors.

During the Florida State game, in which he hit twenty-eight of forty-four for 308 yards, Mike set another Big Eight mark with 175 consecutive passes without an interception.

Other superb performances included twenty of thirty-eight for 303 yards and four touchdowns versus Eastern Illinois and twenty of thirty-one for 278 yards and two scores against Indiana State. Also a candidate for the Davey O'Brien Quarterback Award, Mike had completed 180 of 310 passes for 2,425 yards and fourteen touchdowns in nine games, as the *SHIELD & DIAMOND* went to press.

Three other Pike brothers were key players on the Kansas squad. Junior Phil Forte, the Jayhawks' top defensive lineman in 1984, performed at the same level this year. Despite missing two games with a leg injury, he had forty-five tackles, including seven for losses, through the first nine games. Junior Paul Oswald started the first seven contests at center before a knee injury put him out of action. Junior Tom Quick played as a wide receiver before shifting to quarterback as Norseth's backup.

The Florida State University Seminoles of coach Bobby Bowden (*Samford '53*) had another winning season. Standout four-year line-backer Garth Jax led the team with thirteen tackles in the opener against Tulane, posted three sacks against Tulsa and was in on fifty-three tackles through the first eight games. He also served as defensive captain against Miami. Sophomore center Marty Riggs snapped for punts and placements and was special teams player of the week for the Seminoles in several games. Junior linebacker Bruce Heggie won his third letter and made some excellent contributions on specialty teams.

Four Pike standouts were among the leading players at Colorado State University. Four-year starting safety Tim Zubradt was one of the Western Athletic Conference's top defenders and is regarded by many as a good pro prospect. Through nine games, he was the Rams' leading tackler with seventy-two. Junior linebacker Alex Hoover had a career high eleven tackles against Hawaii and was fifth on the squad with fifty-eight stops as we went to press. Starting for the third season was junior cornerback Jim King while running back Gregg Battle was CSU's second-leading rusher and top kickoff returner.

Senior running back Shawn McGehee concluded a fine career as one of the alltime rushing leaders at the University

of Arkansas. After running for 1,157 yards in 1984 as UCA was NAIA Division I champion, he got off to a great start this fall by gaining 218 yards on seventeen carries in a 37-9 win over Southeast Missouri. Shawn also rushed for 172 yards against Arkansas Tech and totaled 915 yards and nine TDs through seven games as we went to press. He also was an NAIA leader in kickoff returns, averaging twenty-seven yards per return.

Central Arkansas junior Mark Turner, who had nine interceptions last year, had picked off five passes in seven games and was the team's top tackler among defensive backs. Junior Steve Moore was a regular at offensive guard for the Bears.

Earning All-Southland Conference honors for the second year was Arkansas State University guard Randy Barnhill, the Indians' top offensive lineman. The junior 270-pounder is also a fine student and an Academic All-SLC pick. Senior Mark McMinn started at the other offensive guard spot for the second year before a torn knee ligament put him out of commission in the eighth game. Senior linebacker Mike Budak won his fourth letter, as did safety Brad Dent, a regular on specialty teams.

The Kansas State University Wildcats claimed the talents of several fine Pike players. Starting for the second year was sophomore linebacker Tim MacDonald, a leading tackler with forty stops through eight games. Junior tackle Rocky Dvorak and two-year starting guard-center Andy Harding were key regulars on the offensive line while sophomore linebacker Scott White saw a lot of action.

Four brothers were fine players for Davidson College in 1985. Junior quarterback Steve Bradley saw starting duty for the second year and threw for 864 yards through nine games. Senior Keith Rawlins started at offensive tackle for the second year and was one of the Wildcats' best blockers. Junior David Fuller joined Keith as a season-long regular at guard while sophomore Richard Jones handled the placement and punt snapping chores. Injuries kept two-year starting fullback Horace Manor out of action most of the year.

One of the leading punters in the Mid-American Conference was Northern Illinois University senior Mike Kent. In his first varsity action this fall, he had ten punts for a 43.8 yard average, including a sixty-seven yarder against Iowa. Through nine games, Mike had punted forty-two times for a 42.5 yard average.

A key member of Southern Mississippi University's defensive platoon was junior tackle Doug Bolt, who saw some starting duty and won his second letter.

Sophomore kicker Eddie O'Brien was a record setter at the University of Central Florida, booting a fifty-five yard field goal with three seconds left to beat Bethune Cookman, 39-37. He had three other field goals in the same game and had ten three-pointers through the first eight contests. Sophomore David Underwood started at offensive guard for

Gridiron

by Jay Langhammer

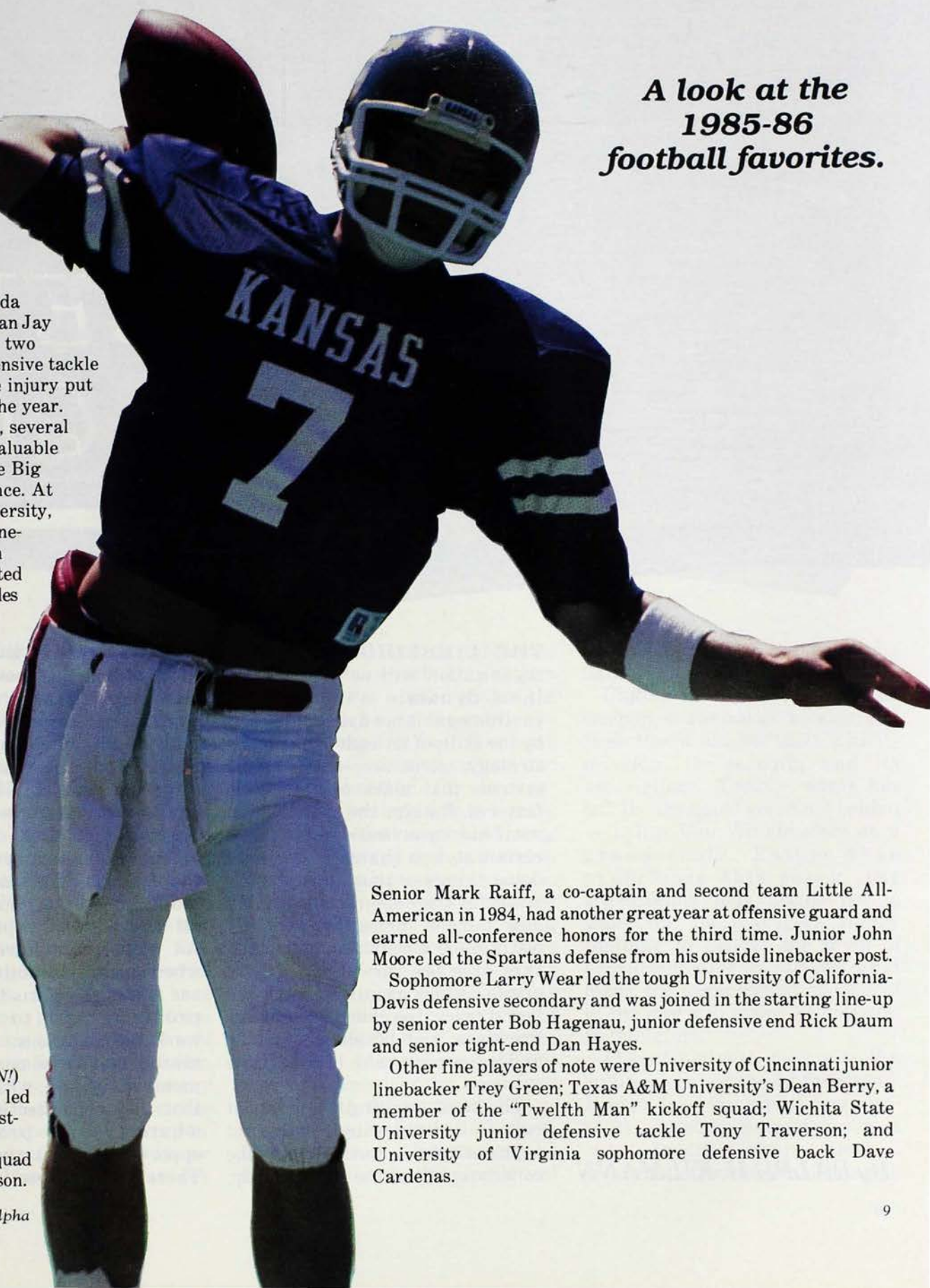
**A look at the
1985-86
football favorites.**

Central Florida while freshman Jay Politi started two games at offensive tackle before a knee injury put him out for the year.

Meanwhile, several Pikes were valuable players in the Big Ten Conference. At Purdue University, sophomore line-backer Kevin Roy contributed eighteen tackles through nine games while sophomore Jeff Huber got into several games at quarterback. Senior running back Jeff Gambler and University of Illinois senior line-backer Todd Fulk played on special teams.

Seventeen (that's right, SEVENTEEN!) Pike players led the Case Western Reserve University squad to a fine season.

of Pi Kappa Alpha



Senior Mark Raiff, a co-captain and second team Little All-American in 1984, had another great year at offensive guard and earned all-conference honors for the third time. Junior John Moore led the Spartans defense from his outside linebacker post.

Sophomore Larry Wear led the tough University of California-Davis defensive secondary and was joined in the starting line-up by senior center Bob Hagenau, junior defensive end Rick Daum and senior tight-end Dan Hayes.

Other fine players of note were University of Cincinnati junior linebacker Trey Green; Texas A&M University's Dean Berry, a member of the "Twelfth Man" kickoff squad; Wichita State University junior defensive tackle Tony Traverson; and University of Virginia sophomore defensive back Dave Cardenas.



BEYOND QUICK

THE LIKELIHOOD that an organization will achieve success in a dynamic and complex environment is not determined just by the skills of its leaders, nor by its strategy, structure, and reward systems that make up its visible features. Rather, the organization itself has an invisible quality — a certain style, a character, a way of doing things — that may be more powerful than the dictates of any one person or any formally documented system. To understand the essence or soul of the organization requires that we travel below the charts, rulebooks, machines, and buildings into the underground world of corporate cultures.

The most exciting thing about culture is discovering how it first captures and then directs the collective will of the membership.

Culture is an invisible force, a social energy that moves the people into action. Culture is to the organization what personality is to the individual — a hidden, yet unifying theme that provides meaning, direction, and mobilization. One has to experience the energy that flows from shared commitments among group members to know it: the energy that emanates from mutual influence, "one for all and all for one", and "esprit de corps". An *adaptive* culture is evident when members actively support one another's efforts to identify all problems and to implement workable solutions. There is a shared feeling of confidence; the members believe, without a doubt, that they can effectively manage whatever new problems and opportunities that come their way. There is widespread enthusiasm, a

By RALPH H. KILMANN

D THE K FIX



spirit of doing whatever it takes to achieve organizational success; the members are receptive to change and innovation. I have encountered many organizations in which this social energy has barely been tapped. The energy has been diffused in all directions or even deactivated: it is not mobilized toward anything. Most members seem apathetic or depressed about their jobs. They no longer pressure one another to do well. Pronouncements by top management that they will improve the situation fall on deaf ears. The members have heard these promises before. Nothing seems to matter. The soul of the organization is slowly dying.

In other cases, while the energy is alive and flourishing, it moves members in the wrong direction. The organization lives in an immense culture lag or *culture gap*

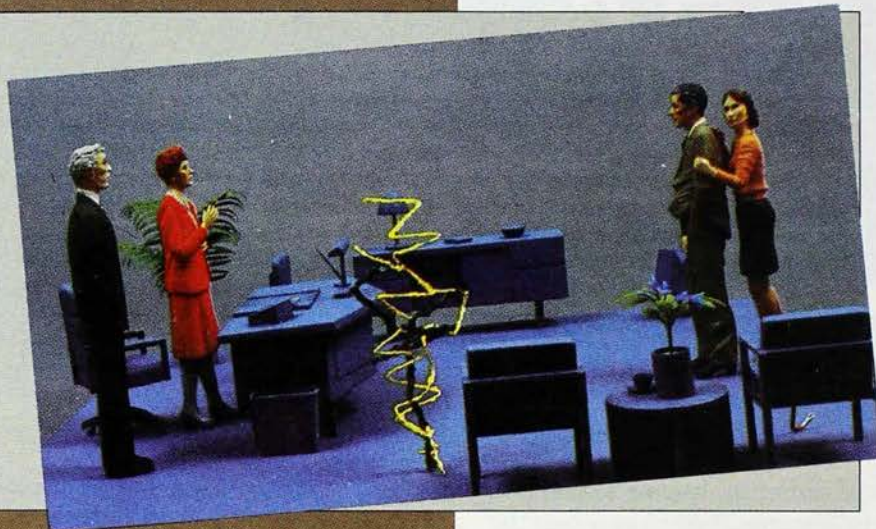
— the social energy pressures members to persist in behaviors that may have worked well in the past but that clearly are dysfunctional today. The gap between the outdated culture and what is needed for success gradually develops into a *culture rut* — a habitual way of behaving without asking any questions. There is no adaptation or change; only routine motions are enacted again and again even though success is not forthcoming. Here the social energy not only works against the organization but is contrary to the private wishes of the members. Nobody wants to be ineffective and dissatisfied, but everyone pressures one another to comply with the unstated, below-the-surface, behind-the-scenes, invisible culture. This rut can go on for years, even though morale and

performance suffer. Bad habits die hard.

Culture shock occurs when the sleeping organization awakes and finds that it has lost touch with its mission, its setting, and its assumptions. Today's world has left the insulated company behind — a Rip Van Winkle story on a grand scale. Rather than experience this shock, the organization may decide not to wake up; its managers simply continue to believe the myth of erroneous extrapolation: what made the organization successful in the past will make it successful in the future.

I have found that, if left to itself, a culture does become dysfunctional. Human fear, insecurity, oversensitivity, dependency, and paranoia seem to take over unless a concerted effort at establishing an

EMPLOYEES TAKE
NOTE OF CRITICAL
INCIDENTS—THE TIME
SOMEONE WAS FIRED FOR
PUBLICLY DISAGREEING
WITH THE BOSS.



CORPORATE AMERICA IN MINIATURE: SCULPTOR ROLAND REISS CREATED THESE SCENES OF OFFICE CONFRONTATION, IN WHICH SCALED-DOWN BOSSES AND EMPLOYEES FACE OFF IN TWO-FOOT-SQUARE PLEXIGLAS WORLDS. HE CALLS THE SERIES "ADULT FAIRY TALES."

adaptive culture is undertaken. People have been hurt at one time or another in their lives, particularly in their childhoods. It is, therefore, rather easy to scare people into worrying about what pain or hurt will be inflicted in the future, even in a relatively

nonthreatening situation. As a result, people cope by protecting themselves, by being cautious, by minimizing their risks, by going along with a culture that builds protective barriers around individuals, departments, and around the whole organization. In the vernacular, this sort of protectionism is referred to as "C.Y.A." and seems to be rather widespread in most organizations.

Whether an organization is large or small, old or new, private or public — an IBM or a IICA — a corporate culture is always present and available for examination. Whenever a group of people gets together for any purpose at all, unspoken agreements evolve that eventually influence everyone's

behavior and attitudes. The critical question, then, is not whether a particular organization has a culture, but what, indeed, *is* the culture and, even more importantly, is it working for or against the overall mission of the organization? The whole point of trying to understand corporate culture, therefore, is learning how to manage it.

HOW DO CULTURES FORM?

A culture seems to form rather quickly based on the organization's mission, its setting, and what is required for success: quality, efficiency, product reliability, customer service, innovation, hard work and loyalty. Generally speaking, when the organization is born, a tremendous energy is released as members struggle to make it work. The culture captures everyone's drive and imagination. As the reward systems, policies, procedures, and rules governing work are formally documented, they have a more specific impact on shaping behaviors and attitudes in each work unit.

Such forces in shaping culture, however, cannot compete with either the bold or even the more subtle actions of management. For example, the founder of the firm — his objectives, his principles, his values, and especially his behavior — provides important clues as to what is *really* wanted from all members both now and in the future. Carrying on in the traditions of the founder, other top executives affect the culture of the company by their every example. Employees also take note of all

critical incidents — such as the time that so-and-so was reprimanded for doing a good job just because he was not asked to do it beforehand, or the time that so-and-so was fired because he publicly disagreed with the company's position. Incidents such as these become the folklore that employees use for storytelling, suggesting what the corporation really wants, what really counts in getting ahead, or, alternatively, how to stay out of trouble — the unwritten rules of the game.

Even top management is caught in the grip of the corporate culture. Not surprisingly, employees from below do wonder why managers play it so safe, why they refuse to approach things differently, why they keep on applying the same old management practices even though these simply do not work. Employees wonder why management is so blind to the world around them.

HOW DO CULTURES PERSIST?

Social scientists speak of norms as the unwritten rules of behavior. In a company, for example, a norm might be: Don't disagree with your boss in public. These norms are very crystallized when a strong consensus exists among a group of people concerning what constitutes appropriate behavior. If a norm is violated — if someone behaves differently from what the norm dictates — there are immediate and strong pressures to get the offending party to change his behavior. Consider, for example, an individual who steadfastly presents his reservations about the company's new product at a group meeting — just after his boss has

argued strongly for investing heavily in its advertising campaign. The individual is stared at, frowned at, looked at with rolling eyes, as well as given nonverbal messages to sit down and shut up. If these efforts do not silence the individual, he will hear about it later, either from his coworkers or from his boss.

Every person's need to be accepted by a group — whether family friends, coworkers, or the neighborhood — gives a group leverage to demand compliance to its norms. If people did not care about acceptance at all, a group would have little hold, other than formal sanctions, over individuals. The nonconformists and the mavericks who defy pressures to adhere to group norms always do so at a considerable price.

A classic experiment conducted by Solomon Asch at Swarthmore College in the early 1950s demonstrates just how powerfully the group can influence its deviants. The experiment was presented to subjects as a study in perception. Three lines — A, B, and C — all of different lengths, were shown on a single card. Subjects were asked to indicate which of these three lines was identical in length to a fourth line, D, shown on a second card. Seven persons sat in a row. One by one they indicated their choices. While line D was in fact identical to line C, each of the first six persons, confederates of the experimenter, said that line D was identical to A. The seventh person was the unknowing subject. As each person gave the agreed-upon fraudulent response, the seventh subject became increasingly uneasy, anxious, and doubtful of his own perceptions. When it came time for the seventh person to respond, he agreed with

the rest of the individuals almost forty percent of the time. The error rate in choosing the wrong line *without* other individuals present was less than one percent. Quite a difference!

In this experiment, which has been duplicated many times, there was no opportunity for the seven persons to discuss the problem among themselves. If there had been such an opportunity, the effect would have been stronger. The six would attempt to influence the seventh member. It is not easy being a deviant in a group with everyone else against you. People need acceptance from others so much that they will deny their own perceptions when confronted with the group's norms of "objective" reality. Objective reality becomes a *social* reality.

Imagine just how easily such socially-defined and distorted perceptions of reality can be maintained when backed up by formal sanctions — pay, promotions, and other rewards. The group or the entire organization can reward its members so that they ignore not only the changes taking place in the environment but also the disruptive behaviors of anyone inside the organization. The culture has everyone believing that everything is fine. In essence, everyone agrees that the dysfunctional ways can continue without question. Any deviant who thinks otherwise is severely punished and eventually banished from the tribe.

ASSESSING AND CHANGING CULTURAL NORMS

A good way to assess an organization's culture is to ask members to write out what previously was unwritten. I have done this many times with a variety of organizations. I have found that members are willing and able to write out their norms under certain conditions: (1) no member will be identified for stating or suggesting a particular norm (individual confidentiality), and (2) no norm will be documented when one's

superiors are present (candid openness). Further, the members must be able to trust that the norm list will not be used against them but, instead, will be used to benefit them as well as their organization. The consultants or managers who guide members to manage their cultural norms, therefore, must generate trust and commitment throughout the following five-step process.

Step One:

Surfacing Actual Norms

The first step is for all group members (generally in a workshop setting) to list the actual norms that currently guide their behaviors and attitudes. This can be done for just one group or for many groups, departments, and divisions, depending on how many individuals can be included and managed in one setting. Sometimes it takes a little prodding and a few illustrations to get the process started, but once it begins members are quick to suggest many norms. In fact, they seem to delight in being able to articulate what beforehand was never stated in any document and rarely mentioned in any conversation.

For an organization whose culture is dysfunctional, some of the norms people list are: Don't disagree with your boss; don't rock the boat; treat women as second-class citizens; put down your organization; don't enjoy your work; don't share information with other groups; treat subordinates as incompetent and lazy; cheat on your expense account; look busy even when you are not; don't reward employees on the basis of merit; laugh at those who suggest new ways of doing things; don't smile much; openly criticize company policies to outsiders; complain a lot; don't trust anyone who seems sincere. Ironically, the one norm that must be violated so that this list can be developed is: Don't make norms explicit!

As these norms are listed for everyone to see, there is considerable laughter and

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amazement. The members become aware that they have been seducing one another into abiding by these counterproductive directives. But each individual did not make a conscious choice to behave this way; rather, as each individual entered the organization, each was taught what was expected behavior — often in quite subtle ways. The more cohesive the group, the more rapidly this learning takes place and the more strongly the sanctions are applied. In the extreme case, a highly cohesive group that has been around a long time has members that look, act, think and talk like one another.

Step Two:

Articulating New Directions

The next step is for all group members to discuss where the organization is headed and what type of behavior is necessary to move forward. Even when a corporation has a very dysfunctional culture from the past, members, as individuals, are aware of what changes are needed in order for organizational success. Similarly, members are aware of what work environment they prefer for their own sanity and satisfaction.

A certain amount of creative problem solving, however, may help to articulate the new directions. In work groups that have been in a culture rut, members are so absorbed with the negatives that they have not spent much time thinking about or discussing what they desire and what is best for the organization. Sometimes it is useful to ask them to reflect upon their ideal organization: If they could design their own organization from scratch, what would it be like? This generally brings to life what could be different in the present organization and what should not be accepted just because it has been that way for a long time.

Step Three:

Establishing New Norms

The third step for all group members to develop a list of new

norms for organizational success. At this point, the members usually catch on to the impact that the unwritten rules have had on their behavior. They experience a sense of relief as a new way of life is considered. They realize that they no longer have to pressure one another to behave in dysfunctional ways. The members can create a new social order within their own work groups and within their own organization. Part of this sense of relief comes from recognizing that their dissatisfactions and ineffectiveness are not due to their being incompetent or bad individuals. It is much easier, psychologically, for members to blame the invisible force called *culture* — as long as they take responsibility for changing it.

In organizations needing to be more adaptive to modern times, some of the norms that are often listed are: Treat everyone with respect and as a potential source of valuable insights and expertise; be willing to take on responsibility; initiate changes to improve performance; congratulate those who suggest new ideas and new ways of doing things; be cost conscious so that the organization remains efficient relative to its competitors; speak with pride about your organization and work group; budget your time according to the importance of tasks for accomplishing objectives; don't criticize the organization in front of clients or customers; enjoy your work and show your enthusiasm for a job well done; be helpful and supportive of the other groups in the organization.

Step Four:

Identifying Culture-Gaps

The contrast between these desired norms (Step Three) and the actual norms (Step One) can be immense. My colleague, Mary J. Saxton, and I refer to this contrast as a culture-gap. We have developed a measurement tool for detecting the gap between what the current culture is and what it should be: The Kilmann-Saxton

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Culture-Gap Survey. There are four types of culture-gaps: (1) Task-Support — norms having to do with information sharing, helping other groups, and concern with efficiency, such as "Support the work of other groups" versus "Put down the work of other groups." (2) Task Innovation — norms for being creative, being rewarded for creativity, and doing new things, such as "Always try to improve" versus "Don't rock the boat." (3) Social Relationships — norms for socializing with your work group and mixing friendships with business, such as "Get to know the people in your work group" versus "Don't bother." (4) Personal Freedom — norms for self-expression, exercising discretion, and pleasing yourself, such as "Live for yourself and your family" versus "Live for your job and your career."

The most general finding to date is the presence of large culture-gaps in Task Innovation. It seems that American industry is plagued by significant differences between actual and desired norms in this area. This is consistent with all the attention that has been given to the productivity problem in the U.S. An industrial culture that pushes short-term financial results is bound to foster norms against efforts at long-term work improvements, regardless of what the formal documents and publicity statement seem to advocate.

Do all members in the same organization see the same culture-gaps? Apparently, this is not the case. The smallest culture-gaps are found at the top of the organization's

hierarchy. Managers believe their own publicity; they say that they reward creativity and innovation but seem to forget that their actions speak louder than their words. In comparison with small culture-gaps at the executive level, culture-gaps are largest at the bottom of the hierarchy, where the gaps also reveal alienation and distrust. Here the work groups can explain what is meant by the norm: Don't trust management. In essence, work groups see management as being up to no good, getting caught up in fads to fool and manipulate employees, or thinking the workers are too stupid to see what is behind management's latest whim.

This sort of "grass roots" culture not only describes a culture rut, but suggests why developing an adaptive culture must precede any other effort at change and improvement. Without an adaptive culture, every action by top management will be discounted — ignored — by the groups below. Ironically, even top-down efforts to change the culture will be unsuccessful. I have seen cases in which executives have tried dramatic changes in their own behavior coupled with symbolic deeds and fiery speeches in order to dictate a new culture, but to no avail.

Step Five: Closing Culture-Gaps

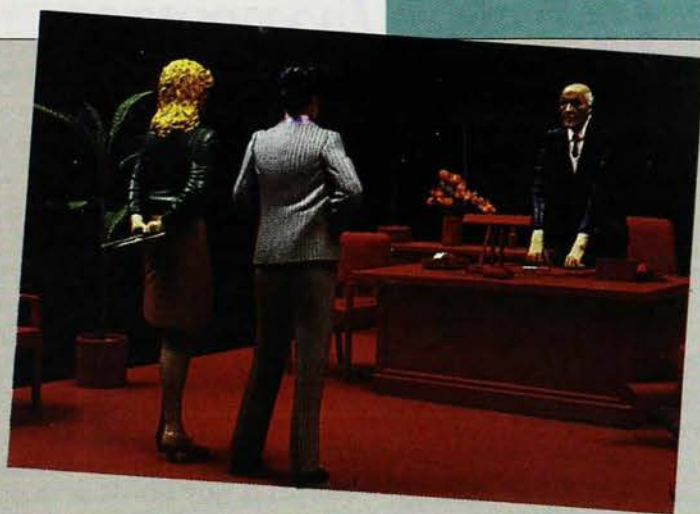
How can the culture-gaps be closed? How can an organization move its culture from the actual to the desired? Can a company be taken out of a culture rut and be put back on track for solving present and future problems? Will the

organization survive this culture shock?

When the current culture is at least hopeful, it is almost miraculous what impact the survey results or the list of desired norms have on the members of a work unit. As mentioned before, there is often a great sense of relief as people become aware that they can live according to different norms and that they have the power to change. Surprisingly, some change from the actual to the desired norms can take place just by listing the new set of norms. Members start "playing out" the new norms immediately after they are discussed.

When the current culture is cynical, depressed, and very much in a rut, the response to the survey results is quite different. Even when large gaps are shown or when a listing demonstrates the tremendous differences between actual and desired norms, the members seem apathetic and lifeless. Members respond by saying that their work units cannot change for the better until the level of management above them and the rest of the company change. Members believe that it is the external system that is keeping them down.

Curiously, when I do a culture-gap survey at the next highest level, the very same arguments are heard again: "We have no power to change; we have to wait for the next level to let us change; *they* have the power!" It is shocking, after conducting the culture-gap survey for an entire organization, to present the results to the top management group only to find the



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same feelings of helplessness. Here top management is waiting for the economy to change. In actuality, it is the corporate culture that is saying: Don't take on responsibility; protect yourself at all costs; don't try to change until everyone else has changed; don't lead the way, follow; if you ignore the problem, maybe it will go away.

This is the perfect example of a company in a culture rut, where the shock of realizing the discrepancy between actual and desired norms is just too great to confront. Instead, the organization buries its head in the sand and hopes everything will be sorted out by itself. Even in the face of strong evidence of a serious problem, time and time again I have witnessed this form of organizational denial — a much more powerful and perhaps destructive force than any case of individual denial. The group's power to define reality clouds each person's better judgement. The dysfunctional culture "wins" again.

I remember when one of the largest companies of the "Fortune 500" asked me to present a three-day seminar to the top executive group (the chairman of the board and chief executive officer, and ten corporate officers) on the topic of

Dr. Ralph H. Kilmann

DR. RALPH H. KILMANN was born and raised in New York City, in Jamaica, Queens. He left New York in 1964 to attend Carnegie-Mellon University (CMU) in Pittsburgh, where he was initiated into the Beta Sigma chapter of Pi Kappa Alpha in his sophomore year. In 1970, he graduated with a B.S. degree in administrative and management science and a M.S. degree in industrial administration. After leaving CMU, he continued his graduate study in management at the University of California, Los Angeles, where he received his Ph.D. degree in 1972. That same year, Dr. Kilmann accepted a research and teaching position at the University of Pittsburgh's Graduate School of Business as an assistant professor. In 1975, he was promoted to associate professor with tenure; in 1979, he achieved the position of full professor. Since 1983, he has been director of the Program in Corporate Culture at the University of Pittsburgh. He is a biographee in *Who's Who in America* and *Who's Who in Frontier Science and Technology*.

Dr. Kilmann has published more than 100 articles and books on such topics as organization design, strategy, structure, and culture; conflict management; organization effectiveness; organization change and development; defining and solving complex problems; interpersonal and small group behavior; the design and functioning of scientific institutions. One of his recent books, *Beyond the Quick Fix* (Jossey-Bass, San Francisco) integrates all his theories and methods into a fully orchestrated, five-track program for organizational success. His article on corporate culture in the *SHIELD & DIAMOND* is adapted from this book.

Dr. Kilmann's profession combines scientific research with real-world experience. In 1975, he formed his own consulting firm in Pittsburgh, Organizational Design Consultants, Inc., so that he could travel back and forth between the world of ideas and the world of action. All of his work, as a result, has been influenced by his desire to improve organizational



performance and morale, and not just to write about these things. His corporate clients include: AT&T, Eastman Kodak, General Electric, General Foods, Gulf, TRW, U.S. Steel, Westinghouse, and Xerox. In addition, he has consulted for hospitals, banks, and government agencies, including the Census Bureau and the Office of the President.

Dr. Kilmann's concern with the creation of practical knowledge is shown by the development of several diagnostic tools for organizations. The Thomas-Kilmann Conflict Mode Instrument, available since 1974, has been administered to hundreds of thousands of managers in order to help them choose the most appropriate style for resolving conflict situations. More recently, he co-developed the Kilmann-Saxton Culture-Gap Survey to help organizations diagnose their culture problems and to provide guidelines on how various culture-gaps can be closed. Dr. Kilmann also is the developer of the MAPS Design Technology, a computer-based method for redesigning organizations. This technology has

been used by many organizations for making strategic choices, designing management information systems, identifying and solving organization-wide problems, and restructuring product groups and functional areas.

During his formative years at CMU, it became apparent to Dr. Kilmann that the struggles of a college fraternity are a microcosm of any giant corporation. "The 60 or so members of Beta Sigma chapter were divided into several groups: pledges, new initiates, sophomores and juniors, seniors, and the administration. Each group had somewhat different objectives, which resulted in predictable conflicts during any house meeting. For example, there was a traditional culture that emphasized hazing pledges as a way of testing their commitment and character, while a growing number of newer members realized that a change in approach might be necessary in order to recruit the next generation of PiKAs who had very different goals and expectations regarding fraternity life. I am sure that seeing these organizational dynamics had a significant impact on my studies."

Dr. Kilmann's subsequent career has very much followed the words of his alma mater: "My heart is in the work." In spite of his intense dedication to a profession, almost every year he returns to the Spring Carnival weekend to root for PiKA's efforts in the buggy races. "That is where all the old 'alums' catch up on what all the brothers have been doing during the past year."

Dr. Kilmann is married to Audrey Ann and has two children, Cathy and Christopher. They live in the north hills area of Pittsburgh where he runs five miles regularly, having completed one marathon and several 10K races. While traveling extensively with his family on business trips (anywhere from Singapore to Helsinki), already he is thinking about his next book on organization-wide transformations and how to bring necessary change to more U.S. corporations. "It's a good thing that my wife understands my need to create and consult. I couldn't do all this without her!"

corporate culture. I suggested that a representative survey of culture-gaps be conducted across all divisions in the company. In this way, I could report on the culture of the organization specifically, which could be expected to generate a more interesting and lively discussion than an abstract lecture. In a couple of weeks, the vice-president of human resources gave me his response: "No, we'd better not do this. I don't think the executive group really wants to know what is going on in the company. Besides, we can't take the chance of surprising them with

to instill these throughout the organization. Also, norms cannot be altered by just requesting a norm change. Members have to develop agreements that the new norms will indeed replace the old norms and that this change will be monitored and sanctioned by the work groups. They must reinforce one another for enacting the new behaviors and attitudes and confront one another when the dysfunctional norms creep back into the work group. Consider the new norm: Congratulate those who suggest new ideas and new ways of

conform. Eventually, this approach reached a point at which group members no longer cited the norms — just the numbers. Coworkers would state: "You just committed a number twelve," or "you pulled a seven on me." These members found it very effective to enforce their new norms in this lighthearted manner, yet the point of adopting the norms was made unequivocally. Of course, when "outsiders" heard such interchanges they were certainly confused; but this seemed to add to the group's cohesiveness, since the members now had their own secret code.

Conclusion

Any organization that determines the extent of its culture gaps using the aforementioned steps, either a fraternity chapter on a college campus or the largest industrial corporation in the world, is then in a position to chart the directions for a culture change. Conducting sessions for each division, department, and work group, including the ways in which the new norms will be monitored and enforced, will begin the change process. However, any new culture will gradually return to the old dysfunctional one if the culture change is not supported by all the formally documented systems (strategy, structure, and reward systems) and by top management behavior. The right leadership styles — such as risk taking, openness, and flexibility — must be enacted in each work unit to support an adaptive culture. Job descriptions must specify information sharing and cooperation, both within and between all work units. Also, the reward system must encourage members to enact the new cultural norms and to suppress the old unwritten rules. In these ways, the social energy — the missing link — will push everyone to adapt to our increasingly changing world. This is precisely what is required for organizational success.

A LARGE
CULTURE
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IN THE
UNITED STATES.



your survey results." Who is protecting whom?

A major lesson to learn from changing corporate cultures, especially those in a culture rut, is that people do not have to feel powerless and inept. If managers and members decide that taking on responsibility for change and feeling the power to change should be part of the new culture, then it can be done. Power and control are more a social reality than some objective, physical reality. Many times individuals and organizations have moved forward and achieved great success when everyone else "knew" it was impossible.

Merely listing and stating the new norms, however, is not enough

doing things. If any member notices that a coworker frowns when some new product idea is suggested, the coworker should be given suitable stares and reminders of the new norms. He might even be confronted with some statement such as; "I thought you were part of the team and had agreed to make the switch. What's your problem?"

In another large industrial company undergoing a change program, I suggested that each new norm should be written on an index card and given a number. Each member in a work group was then responsible for monitoring several norms and bringing attention to behavior that did not

Memorial Foundation Continues To Serve Undergraduates

1985 Academy Attendance Doubles

Over three hundred undergraduates attended the 1985 Officers' Leadership Academy which was held at Memphis State University on August 7-11, 1985.

The four day academy, which was sponsored by the Pi Kappa Alpha Memorial Foundation, consisted of programs and seminars dealing with chapter management and personal development.

"All of the participants came to Memphis prepared to learn how they could improve their chapters," Executive Vice President Ray Orians said, "and I believe the academy lived up to everyone's expectations."

"I know that the national officers and the Memorial Headquarters' staff was impressed with the academy attendance," he noted. "The fact that the academy doubled in size since it was last held in 1983 is a sign that this program has gained a lot of popularity."

According to National President Bill LaForge, the Supreme Council found the opportunity to be with a majority of Pi Kappa Alpha's chapter leaders an excellent time to discuss the issues of the day.

Two of the major issues with which our chapters are concerned are legal liabilities and dry rush," LaForge stated. "I believe that it was a learning process for both the national officers and the undergraduates. There is no doubt in anyone's mind that the academy has become one of, if not the most beneficial program that the Fraternity offers our undergraduate members."



Memorial Headquarters, Memphis, Tennessee

Other Foundation Programs:

During its annual meeting in August, the Foundation has expanded its commitment to continue providing educational opportunities to the undergraduate brothers of the Fraternity. With funding received solely from the generous contributions of our alumni brothers, the Memorial Foundation is engaged in the most exciting year in its sixty-three year history. For the 1985-86 academic school year the Memorial Foundation has committed to the following:

1. Administering seventy-five Leadership/Scholarship Awards to deserving undergraduate brothers. Endowed through the contributions of local alumni, these scholarships reward

proficiency in both academics and leadership within our undergraduate ranks.

2. Managing the student aid loan program. This program provides low interest loans for educational purposes to deserving brothers across the country.
3. Phi Beta Kappa. The Memorial Foundation has committed \$100 to undergraduate brothers initiated into Phi Beta Kappa honorary to defer the cost of initiation.
4. The Pi Kappa Alpha Memorial Foundation will award \$50 to each chapter which exceeds the all men's average on its campus for two consecutive semesters, to be used in the purchase of literature for the chapter's library. Qualifiable literature includes dictionaries, thesauruses, encyclopedias and atlases.

Congressional Founders' Day Planned

Pi Kappa Alpha's Washington, D.C. Alumni Association President, Joe Pavelka announced that the annual Congressional Founders' Day reception and banquet will be held Thursday, February 27, 1986 at the Rayburn House Office Building on Capitol Hill, Washington, D.C.

Guests of honor will be Pi Kappa Alpha's seven distinguished members in the Second Session of The 99th Congress. Rep. Pat Roberts (*Kansas State University, Alpha Omega*) is the sponsor. In attendance will be Pi Kappa Alpha's National President, William N. LaForge, Executive Vice President, Ray L. Orians, and Founders' Regional President, Andy Morse.

Details and information can be obtained from Brother Joe Pavelka, P.O. Box 14078, Ben Franklin Station, Washington, D.C. 20044-4078, telephone (703) 527-6742.

New Trustees Elected —

AT THE Pi Kappa Alpha Memorial Foundation's annual meeting this fall, **George W. Denton** (*Alpha Nu '43*) was re-elected to serve another term as president. Other officers elected were **Joseph J. Turner, Jr.** (*Eta Alpha '70*) vice president, **Dr. William R. Nester** (*Alpha Xi '47*) secretary, and **John J. Lux** (*Theta '51*) treasurer.

In other action at the meeting the trustees voted to expand the size of the Foundation's board from nine members to twelve, and also extend a trustee's term from three years to four years.

The six new trustees who were elected to the board at that meeting include **Thomas C. Tillar** (*Epsilon '71*), **J. Pike Powers** (*Epsilon Kappa '59*), **Pat Roberts** (*Alpha Omega '54*), **Jack E. Reich** (*Beta Phi '29*), **Howard H. Bell** (*Alpha Nu '46*) and **Michael D. Moore** (*Delta Chi '63*).

Tillar, a former regional president for the Fraternity's Founders' Region is the

of Pi Kappa Alpha

Director of Alumni Annual Giving at the Virginia Institute of Technology.

Powers, the grandson and nephew of two past national presidents of Pi Kappa Alpha, is a principal attorney with Fulbright and Jaworski in Austin, Texas.

U.S. Representative Pat Roberts (*Kansas*), also elected to the board, has been a long time member of the Washington, D.C. Alumni Association.

Reich, an alumnus of Purdue University, is the chairman of the board and chief executive officer of American United Life Insurance Company in Indianapolis, Indiana.

Bell is currently the president of the American Advertising Federation in the nation's capital and is also a member of the Washington, D.C. Alumni Association.

Former Fraternity national vice president and also former PiKA housing commissioner Mike Moore also joins the Foundation. Moore is an agent for Massachusetts Mutual Life.

The Alumni Association of St. Louis is planning a Founders' Day Celebration for the weekend of
MARCH 6th.

The local contact is
Al Darnell
(314) 878-7711 (days)

*The Gamma Chapter
Alumni Association
of St. Louis*

is planning a Founders' Day Celebration for the weekend of
FEBRUARY 15th.

The local contact is
Pete Winebrenner
(804) 253-4460

*The Upsilon Chapter
Alumni Association of
Auburn University*

is planning a Founders' Day Celebration for the weekend of
"A" Day

(specific date not yet announced by the University - usually in late April).

The local contact is
Dave Depon
Alumni Association President
(205) 226-4909 (w)

*The Alpha Theta Chapter
Alumni Association*

is planning a Founders' Day Celebration for the weekend of
MARCH 1st.

The local contact is
Michael T. Shook
(304) 598-3654

The Atlanta Alumni Association is planning a Founders' Day Celebration for the weekend of
FEBRUARY 22nd.

The local contact is
Chuck Francis
(404) 255-1100 (w)
(404) 843-8395 (h)

Advertising in the SHIELD & DIAMOND

SHIELD & DIAMOND readers may notice a difference in the contents of the magazine in the months ahead when "paid" advertising returns. During the past year Pi Kappa Alpha has joined with nine other national fraternities to form a corporation known as the Greek Magazine Advertising Group (GMAG).

The purpose of GMAG will be to pool its resources so that profitable and responsible advertising can be attracted to the pages of each fraternity's magazine.

Joining Pi Kappa Alpha in this venture are Delta Upsilon, Delta Sigma Phi, Theta Chi, Kappa Alpha Order, Lambda Chi Alpha, Phi Kappa Psi, Sigma Alpha Epsilon, Tau Kappa Epsilon and Phi Kappa Tau.

The concept of advertising in the SHIELD & DIAMOND is not a new one. The first issue of the Fraternity's magazine, then known as the JOURNAL of PI KAPPA ALPHA, which was printed in December of 1890, carried an advertisement for the monthly newspaper "Sea Side Thoughts".

The Internal Revenue Service, however, has since implemented

tax rules which prohibit associations like the Fraternity from accepting payment for advertising which appears in their magazines.

Those advertisements which have appeared in the SHIELD & DIAMOND during recent years have been for goods which Pi Kappa Alpha had contracted an outside firm to sell for them. These have included advertisements for clocks, PiKA sportswear and vacation tours. In these instances, the Fraternity receives royalties. So actually, the piece which appeared in the magazine was part of a promotion in which the Fraternity would benefit directly from each sale.

By forming GMAG, the SHIELD & DIAMOND has been able to increase its circulation power in the advertising market from 81,000 to over 575,00 readers. It is also worth noting that alumni who are, or who know of, prospective advertisers who might be interested in advertising through GMAG are encouraged to contact Ray Parker of ParQuil Associates Ltd., 2175 Lemone Avenue, Fort Lee, NJ 07024; telephone (201) 585-9030.

CHAPTERS

OMICRON PIKES John Moreton and Scott McCormac have organized an Interfraternity sponsored Sports Marathon for the United Way. By playing sports continuously for forty-eight hours, the Greek community raised \$5,000 at the University of Richmond . . .

ALPHA KAPPA chapter at the University of Missouri-Rolla soon will be building an annex onto the original chapter house. This event has been the catalyst for changing the ways of a very old and respected chapter. Alpha Kappa was founded in 1905 and has received seven Smythe awards and has had three Powers Awards winners. The annex will provide living quarters for forty-four men, bringing the total capacity of the chapter house to one hundred. The annex will provide new dining and kitchen facilities as well as a private courtyard between the old and new buildings. The chapter's House Corporation is conducting the project's fundraising efforts . . .

On the day of the North Carolina State-Carolina football game, brothers and pledges of **ALPHA EPSILON** chapter (North Carolina State) collected donations and sponsored a thirty-mile football run from Tau chapter at the University of North Carolina to Alpha Epsilon's chapter house for the benefit of United Cerebral Palsy. Over \$3,000 was raised in this most successful community-service project.

Oregon State's Tony Williams (**BETA NU**) worked for Congressman Denny Smith this summer. Williams is majoring in journalism and writes for the *Daily Barometer*.

GAMMA ALPHA PIKE Chuck Smith is president of the Interfraternity Council at the University of Alabama.



Alpha Epsilon carries the ball.

GAMMA THETA's #1 Pike Flag Football Team recently earned the right to take part in the Sugar Bowl Flag Football Tournament held December 28-31 in New Orleans. The team accomplished this by winning the Mississippi State University All-School Flag Football Tournament.



Gamma Theta's Top Team: (front row left to right) Lewis Halbert, Skipper Holliman, David Rounsavall, Kevin Pope, Jimmy Reames. Back row: Mickey Pinson, Jim Burton, Mike McGraw, Paul Sherman, Mark Johnson. Not pictured: Doug Kilpatrick.

After winning the 74th team tournament, they boasted a 12-0 record and also claimed their Fraternity Fast League championship. Mississippi State will send the Pike team as its representative to New Orleans. There they will compete against eighty-nine other men's teams from other universities. The final two teams in the double-elimination tournament will play an exhibition game in the Superdome prior to the Sugar Bowl.

GAMMA CHI (*Oklahoma State*) emerged from the annual Golden Greek Awards with the Most Improved Fraternity award and the Dean Troxel award, given for an improvement of at least 10% in sports, academics, campus involvement and community service. In sports, OSU Pikes finished sixth overall in the point standings. Their most impressive sporting event was the annual boxing tourney for muscular dystrophy, in which Pike champions were crowned in four weight divisions and three other point winners fought their way to glory, sacking the championship boxing trophy for the fourth straight year. Academically, Gamma Chi ranks sixth, up from fifteenth in 1984. In addition, five brothers have now been elected or appointed to various campus offices.

Michael J. Sigler, past president and treasurer of **DELTA KAPPA** chapter (*San Diego State*), received a Congressional Award on September 26, 1985 in Washington, D.C. The Congressional Awards recognize young men and women for volunteer service, personal development and physical fitness. Sigler also headed the SDSU Associated Student Body as president in 1985. In addition to his on-campus positions, he organized numerous community service programs, including a benefit for United Cerebral Palsy. After his graduation in May of this year, Mike went to work for the pharmaceutical division of Beechum Company as a sales representative.

The Executive Council of **EPSILON THETA** (*Colorado State*) went on a retreat to visit Troutdale, the site of the 1933 National Convention. The Troutdale Resort opened its doors

in 1927, and remained one of Colorado's most beautiful hotels until its closing in 1959. A picture of the 1933 National Officers posing in front of the Troutdale Hotel appears in *THE OAK*, and Epsilon Theta's executives attempted to duplicate this photo as well as current conditions permitted. Also to Epsilon Theta's credit is their recent first annual **PIKEFEST**. Sponsored by Coors and organized by brother Erick Loss, the eight-hour, campus-wide concert featured three local bands and raised over \$1,500 for the Muscular Dystrophy Association.



Deja Vu: Epsilon Theta's Executive Council recreates the 1933 National Convention photo at Troutdale. Left to right: Robert Thompson, IMC; Steve DiLoreto, ThC; Floyd Hollon (sitting), SC; Todd Bowling, IMC; Jim Urbach, Chapter Representative; Dan Corah, SMC.

The Office of Disabled Students at Cal State-Northridge congratulates **ZETA OMICRON** chapter for their "Marathon Volleyball" tournament which raised \$1,200 to benefit students served by that office. Marc Netka and Tom Andonian are to be especially applauded for their interest in the program and creativity in staging the event.

ETA BETA (*Seton Hall University*) recently held its 3rd annual Fall Lawn Party to publicize and promote this year's rush. Kicking off the rush season with a traditional greek toga party, Eta Beta proceeded to pledge thirty-one men, the largest class in their fifteen year history.

THETA PHI (*Wichita State*) recently moved to new quarters — in Omega Court, a formerly sororities-only area. Although their new neighbors are enthusiastic ("The Pikes are always gentlemen," says one sorority president) Theta Phi plans to rent the house, leased from the Alpha Chi Omega Sorority, for only two to four years. "We don't want to stand in the way of sorority expansion," explained Brent Tener, SMC, "We want to build elsewhere." The roomy, modern structure was what attracted the chapter, not the beautiful neighbors. The twelve resident brothers will enjoy a better facility with no increase in rent.

Big Brothers & Sisters of Sedgwick County, Kansas, thank the men of **THETA PHI** for their help with the 1985 Great Pumpkin Sale. This event netted \$10,000 for Big Brothers & Sisters.

ALABAMA: **John T. Murdock '82** (3702 A Lodge Dr., Birmingham, AL 35216) is a staff accountant with Cherry, Bekaert & Holland, CPA's. He was recently appointed assistant treasurer for a IKA House Corporation.

ARIZONA: **Richard La Fleur '77** (1772 Crittenden Rd. Apt. 7, Rochester, NY 14623) is planning a wedding on May 10, 1986 to Pamela Weed. He is presently in his third year of internal medicine residency at the University of Rochester. . . . **Jeff S. Smith '81** (5861 S. Jebel Way, Aurora, CO 80015) works for Wickliff & Co. real estate developers. He is married to Gaylene Schnittler and has a one year old daughter, Jessica Jean.

ARIZONA STATE: **Michael Lee Barlow '76** (2235 W. Ironwood Dr., Chandler, AZ 85224) is a financial consultant with Shearson Lehman Brothers. . . . **Steve Dailey '83** (1110 E. Algonquin Apt. 15, Schaumburg, IL 60195) works as a field engineer for Pepper Construction Co.

BOWLING GREEN: **Lt. Cdr. David E. Courter '69** (149-1 Barbers Point Road, Alameda, CA 94501) is a staff instructor at the Naval School of Physical Distribution Management in Oakland, CA. . . . **David L. Spilis '62** (383 Holyoke Dr., York, PA 17402) is employed as Director of Purchasing with General Defense Corp. He married Betsy Sellers in 1982.

CAL STATE/NORTHRIDGE: **Daniel H. Steinberg '75** (22229 Cass Ave., Woodland Hills, CA 91364) and his wife Stephanie had their first baby, Joshua Daniel, on June 19, 1985. He has been in the oil business for three years and is currently involved in drilling programs in Pennsylvania and Kentucky.

CAL STATE/SACRAMENTO: **Douglas R. Johnson '81** (150-D Park Lake Circle, Walnut Creek, CA 94598) is working as a territory manager for Coca-Cola Foods. He recently married Theta Tau's 1984 Dream Girl, Suzy Ralph.

CENTRAL ARKANSAS: **Robert C. Allison '66** (12704 St. Charles Blvd., Little Rock, AR 72210), manager of the E.F. Hutton & Co. office in Little Rock, AR, has been named to the company's 1985 President's Club. He is a member of the Alumni Association's Board of Directors. . . . **Mark Ellis '76** (9039 Katy Fwy., Ste. 310, Houston, TX 77024) has been transferred to the Los Angeles,

CA area by his company, Layne & Bowler. He will be western regional manager, and live in Westminster, CA. . . . **David Gatewood '78** (Rt. 2, Box 679, Marion, AR 72364) has been named regional accounting manager for Alltel Service Corporation's Southwest Region. . . . **Kelly R. Hughes, Jr. '77** (506 N. Overlook Dr., Alexandria, VA 22305) has received a promotion with the Naval Intelligence Command in Washington, D.C. . . . **Michael V. Lock '80** (806 Clement, W. Memphis, AR 72364-2822) is a professional representative for William H. Roree in Memphis, Tennessee. He is married to Pamela Richardson. . . . **Allen C. Meadors '66** (1513 Circle Dr., Springdale, AR 72764-4202) is executive director of the Northwest Arkansas Radiation Therapy Institute. . . . **Dennis M. McNulty '76** (Qtrs. A-3, MCDEC, Quantico, VA 22134) married Becky Lee on August 18, 1979. In June, 1984, he was promoted to the rank of captain with the United States Marine Corps. After spending sixteen months in Okinawa, Japan, Brother McNulty was stationed in Virginia. He is now on assignment in Europe and North Africa with the Amphibious Warfare Presentation Team until December, 1985. . . . **Charles L. Organ '77** (7125 Old Castle St., Fayetteville, NC 28304), a captain in the U.S. Army, has been awarded the Expert Infantryman Badge at Ft. Bragg, N.C., the Army's highest noncombat proficiency award for infantrymen.

CLEMSON: **C. Steve Lee '70** (Salt Marsh Cove 22-B, Pawleys Island, SC 29585) is an account executive with Interstate Securities Corporation in Myrtle Beach.

CINCINNATI: **Randall E. Ritter '72** (8805 Spinnaker Way #A-4, Ypsilanti, MI 48197) is employed as chief of engineering service at the VA Medical Center in Ann Arbor. . . . **Dave Schroer '78** (3645 Imperial Gardens Dr. #7, St. Ann, MO 63074) has taken a design engineering position with McDonnell Aircraft Company in St. Louis. . . . **Roger M. Weller '61** (P.O. Box 82, Arnold, MD 21012) received a promotion to chief of the Financial Management Division at D.O.D.'s Electromagnetic Compatibility Analysis Center in Annapolis, Maryland. He also serves as a major in the Ohio Air National Guard's 178th Tactical Fighter Group at Springfield.

COLORADO: **Dan Culberson '60** (6359 Old Stage Rd., Boulder, CO 80302) has published the 1,000th review of his career on the public radio

station for which he critiques current films. Culberson's one-minute reviews, "Hotshots", are heard on KGNU in Boulder, Colorado. He is also a staff writer for the *Boulder Lampoon*, a local humor magazine, and a producer for Boulder Cable TV. Recently, Dan was named as a finalist in the *Boulder Daily Camera's* First Annual Pacesetter Award in the arts category. He has served on the board for the Boulder Assembly of Arts and Humanities and has worked as a professional photographer, in addition to lecturing on filmmaking for the International Photo Optical Show Association. He has a daughter, Laura, and a son, Noel, who entered Berkeley this fall.

CORNELL: **Ross A. McLeod '81** (1318 C East Towne Lane, Delaware, OH 43015) received his MBA from Penn State and now works for PPG Industries in the Operations Planning Department.

DELTA STATE: **G.E. Newman, Jr. '72** (1201 W. Jefferson, P.O. Box 484, Greenwood, MS 38930) has been promoted to Supervising Adjuster for the Greenwood service office of GAB Business Service, Inc.

DRAKE: **Charles R. Croft '82** (2727 N. Maryland #218, Milwaukee, WI 53211) is a C.P.A. with Arthur Andersen & Company in Milwaukee.



Dr. John P. McGovern

DUKE: **Dr. John P. McGovern '40** (6969 Brompton, Houston, TX 77025),

founder and director of the McGovern Allergy Clinic, has received a commendation from President Reagan "in recognition of exemplary community service in the finest American tradition."

McGovern received the commendation certificate in ceremonies at the White House. An accompanying letter from President Reagan extended congratulations to McGovern for his "lifetime of meritorious service in medicine."

Brother McGovern holds clinical faculty appointments in all six schools of The University of Texas Health Science Center at Houston and Baylor College of Medicine. He has professorial appointments with other academic institutions both in the United States and abroad. These include the Royal College of Physicians (London) and Green College, Oxford, along with nearly 100 citations and medals.

He is the past president or chief elected officer of fifteen professional organizations and has received honorary degrees from nineteen colleges and universities. McGovern is or has been the editor, associate editor or member of the editorial board of twenty-four professional journals. His service to government agencies includes a Presidential appointment to the Board of Regents of the National Library of Medicine, which he chaired in 1973-74, and to which he remains an



Harry L. Nolan

active consultant . . . **Harry L. Nolan, Jr. '61** (4332 Davidson Ave., Atlanta, GA 30319) has been named a winner of the Charles A. Dukes Award for Outstanding Volunteer Service to Duke University. The award was given to Nolan for his work in developing a marketing study of Atlanta alumni and their needs and interests. He has also recently been reelected to a three year term as a member of the Board of Directors of the Duke General Alumni Association, and has been appointed to the Board's Executive and Finance Committees. Nolan is the first chairman of the newly created Marketing Committee of the Board. He is president of Marketing Advisory Services, Inc.

EASTERN NEW MEXICO: Daniel Porras '81 (2710 S. Washington Ave., Roswell, NM 88201) is now on active duty in the United States Marine Corps. He is married to Terry Trugillo and has a one year old daughter, Briana Jo . . . **Victor Worley '62** (c/o Sunmark Grain, Portales, NM 88130) was named to ENMU's Board of Regents by Governor Toney Anaya. He is also the chapter advisor for Epsilon Tau.

EAST TENNESSEE STATE: J. Frank Porter '81 (P.O. Box 32, Fort Myers, FL 33902) graduated from Cumberland School of Law with a Juris Doctorate in May of 1985, and is now working with the law firm of Nuckolls & Johnson in Fort Myers, FL.

EASTERN ILLINOIS: Kevin Busch '77 (1217 Robinhood, Elgin, IL 60120) was admitted to the Illinois State Bar in May, 1985 and is now an assistant state's attorney for Kane County, IL.

FERRIS STATE: Robert Ashmore, Jr. '82 (261 N. Brookwood Way, Mansfield, OH 44906) is assistant director for Emergency Medical Services Training Programs . . . **Paul Nolton '78** (Box 773, Kotzebue, AK 99752) has been a corporal with the Kotzebue Police Department for the past three and a half years. He is married and has a seven month old son.

Tell us what's new!

My permanent record should include this important news:

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Print it in the SHIELD & DIAMOND, too!

FLORIDA: Anthony "Bo" Casella '30 (9151-C SW 23 St., Ft. Lauderdale, FL 33324) has been promoted to regional sales trainer for Mead Johnson Pharmaceutical Division . . . **Kenny Kline '79** (578 Cape Cod Lane #V-201, Altamonte Springs, FL 32714) has been transferred to the Orlando office of Danka Industries.

FLORIDA SOUTHERN: Brian E. Mills '75 (46040 Neeson, Northville, MI 48167) is a manager with the Employee Benefits Division of Corroon & Black. His son Steven Alexander was born on February 23, 1983 . . . **David A. Wise '75** (128 Cleveland Ave., Milford, OH 43150) has a new son, Andrew Baker Wise, born August 14, 1985 . . . **Aaron E. Beam '68** (7501 NW 4th St., Ste. 212-E, Plantation, FL 33317) has been promoted to agency manager with State Farm Insurance Companies. He and his wife Loretta announce the birth of their son, Evan Lutes Beam, born September 5, 1985 . . . **Roy C. Carter '79** (751 Starbird St., Eustis, FL 32726) is now working for Belknap Hardware as a sales representative. He and his wife Caroline have a one year old daughter, Lindsey . . . **Douglas R. Cooke '61** (1704 Lakeshore Blvd., Jacksonville, FL 32210) has been appointed a District Deputy Grand Exalted Ruler of the Benevolent and Protective Order of Elks . . . **Richard F. Gill, D.M.D. '77** (5604 Downing St., Alexandria, LA 71301) is practicing dentistry in Louisiana after receiving a Doctor of Medicine degree from the University of Florida in 1984 . . . **A. William Kelly III '78** (3317 Elizabeth Court, Tampa, FL 33629) is co-owner of Rossell's Flowers and Gifts, Inc. and Rossell's Greentree Services, Inc. Bill and his wife Mary Catherine have a son, William Lawrence, born December 5, 1984.

GANNON: Mark G. Ochalek '75 (1750 Lancing Dr. Apt. 246, Salem, VA 24153-7544) is the mini-computer coordinator for Moores, a division of Grossman's, Inc. in Roanoke, VA.

GENERAL MOTORS: Douglas C. Ferguson '63 (18 Normandy Place, Oakville, Ontario, Canada L6K 1S1) enjoyed a two month honeymoon in California recently with his new bride, Dora Humphreys . . . **Thomas H. Murphy '79** (12833 Pine, Bldg. 2, Taylor, MI 48180-4010) received his Bachelor of Fine Arts degree from Wayne State in 1983, and married Priscilla Grace Langs on August 10, 1985. He is currently working as an

area manager for Service Merchandise Co. . . . **Thomas W. Pasche '82** (3533 Craig, Flint, MI 48506) and his wife Sue Houser recently moved into a new home in Flint. He is a mechanical engineer at A.C. Spark Plug.

GEORGIA: Chip Muse '76 (62 Pinelynn Rd., Glen Rock, NJ 07452) is the unit sales manager for the Dannon Yogurt Company in Metro, NY. Chip is married to Janet Sawyer and they have a two year old son, Todd.

GEORGIA STATE: Bobby H. Dulin, Jr. '76 (970 Litchfield Place, Roswell, GA 30076) married Mary Beth McFadden on November 2, 1985. He has a new position in Endoscopic Medical Sales with Microvasive, Inc. as the southeast territory sales manager . . . **Ralph W. Stephens, II '78** (1315 Diamondhead N., Crosby, TX 77532) owns a Chick-fil-A franchise in Kennesaw, GA. He and his wife Wanda have one son, Trey, age fourteen months.

GEORGIA TECH: Edward H. Metzger III '76 (1218 Defoors Ct., Atlanta, GA 30318) works as a sales engineer for the Trane Company in Atlanta.

HAMPDEN-SYDNEY: Steven R. Larus '81 (2830 Queenswood Rd., Midlothian, VA 23113) signed as a free agent with the New England Patriots pro football team in May, 1985. Steven plays tight end . . . **Randy W. Reed '79** (7804-B Sundance Dr., Louisville, KY 40222) is the manager of the regional service center for Kentucky and West Virginia for Circuit City Store, Inc. . . .



James K. Wyatt

James K. Wyatt '56 (7060 N.W. 8th Court, Plantation, FL 33317) has recently become a realtor-associate

with Century 21, John F. Ring, Inc. in Ft. Lauderdale.

IDAHO: Mark Tiddens '70 (1146 W. Stephenson, Freeport, IL 61032) is now employed by MicroSwitch, a division of Honeywell, as director of Marketing, Keyboard Business Unit.

ILLINOIS: Jeffrey R. Levy '78 (4515 W. Bancroft #20, Toledo, OH 43615) has accepted a position on the faculty at the University of Toledo and will be teaching therapeutic recreation . . . **Scott A. Sandroff '79** (1860 N. Fremont, Chicago, IL 60614) is newly admitted to the Illinois Bar and has accepted a position with the Chicago law firm of Handler & Associates.

INDIANA: Arnold M. Brown '62 (6910 Skillman #1036, Dallas, TX 75231) was recently promoted to vice president in charge of commercial and professional/executive loans at Texas Commerce Bank-Hillcrest in Dallas, TX.

INDIANA SOUTHEAST: David A. Jackson '79 (490 Long Ct., New Albany, IN 47172) married Donna Abell on September 15, 1984 and is employed with Youngstown Barber Shop in Jeffersonville, IN.

INDIANA STATE: Friar Terrence G. Beer, O.F.M. Conv. '80 (3514 Fifteenth St. N.E., Washington, D.C. 20017) is a member of the Conventual Franciscans, and a student at Washington Theological Union.

IOWA STATE: Paul S. Munsen, '77 (22507 Tulip St. N.W., St. Francis, MN 55070) works in computer aided engineering sales for Hewlett Packard in St. Paul.

KANSAS STATE: Anthony P. Ceranich '48 (608 Beachcomber Dr., Seal Beach, CA 90740) has retired after twenty-seven dedicated years as an instructor in the Los Angeles City Schools . . . **Graham M. Gray '79** (3536 Creekwood Dr. #16, Lexington, KY 40502) is a manufacturing engineer with Ramset Fastening Systems in Paris, KY . . . **J. Phillip Shreves '69** (3920 N. 109th Plaza, Omaha, NE 68164) has a new job at the University of Omaha as Director of Financial Aid.

LAMAR: Mitchell A. Toups '76 (113 Rosine, Beaumont, TX 77707) is an attorney with Weller, Wheelus & Green. He graduated with honors from Texas Tech, and used the Powers Award Scholarship to attend law school.

LOUISIANA POLYTECHNIC: David C. Oswalt '81 (Route 2, Box 266,

Lake Providence, LA 71254) married Penny Coleman and now has a daughter, Mindy.

LOUISIANA STATE: **Andre C. Broussard '64** (1320 Stuart Ave., Baton Rouge, LA 70808) has recently opened his own law firm . . . **Jeff M. David '66** (P.O. Box 458, Denham Springs, LA 70727) is on the air with his new AM stereo radio station, WIBU in the Baton Rouge area . . . **Edward A. Davis, Jr. '68** (1825 Carolyn Sue Dr., Baton Rouge, LA 70815) was named trust business development officer for



Edward A. Davis, Jr.

Capital Bank & Trust Co. of Baton Rouge . . . **Dr. Joseph K. Howell '62** (2514 W. Highmeadow Ct., Baton Rouge, LA 70816) has a practice in gastroenterology. His son Sean recently pledged Pi Kappa Alpha at Alpha Gamma . . . **Joseph C. Johnson, Jr. '62** (2331 Kleinert Ave., Baton Rouge, LA 70806), a partner in the legal firm of Taylor, Porter, Brooks and Phillips, was observed taking his turn carrying the Olympic torch during the opening ceremonies for the Sportsfest last summer . . . **Dr. Ralph W. Pike '55** (6053 Hibiscus Dr., Baton Rouge, LA 70803) has become the faculty advisor of Alpha Gamma Chapter. Dr. Pike is Associate Vice Chancellor for Research and Professor of Chemical Engineering and Systems Science at Louisiana State University. He is a Fellow of the American Institute of Chemical Engineers and a member of the American Chemical Society, the American Association for the Advancement of Science, and the American Society of Engineering Education. His honor societies include Sigma Xi, Tau Beta Pi, and Phi Lambda Upsilon. Before he came to LSU, Dr. Pike was with Exxon Research and Engineering Company,

Georgia Institute of Technology, and Swift and Company. His career has included more than fifty research grants and contracts and over one



Dr. Ralph Pike

hundred publications. Dr. Pike is listed in *Who's Who in Science*, *Who's Who in Engineering*, *Who's Who in Technology Today*, and *Who's Who in the South and Southwest* . . . **Christopher M. Rumbaugh '81** (7317 Highland Rd., Leesburg, FL 32788) is employed by the Orange County Sheriff's Office as a deputy in the Orlando area . . . **Fred C. Strong '61** (200 Carondelet St., Rm. 409, New Orleans, LA 70130) is a partner in the legal firm of Scoggin, Strong and Kuhner, and a Commander in the Naval Reserve. He is married and has two daughters, Isabel, age seven, and Emily, age three.

LOYOLA MARYMOUNT: **David O'Brien '80** (35 W. Harrison #3, Oak Park, IL 60304) was elected vice chair of the Illinois State Medical Society Student Section. He was also appointed as a student member of the AMA Council on Constitution & Bylaws.

MARSHALL: **Cleon R. Fowler '80** (672 Anderson Dr. Apt. E, Ft. Walton Beach, FL 32548) teaches geography at Richbourg Jr. High in Crestview, FL.

MARYLAND: **Howland W. Fisk '53** (533 Rewold Dr., Rochester, MI 48063) retired from the Rochester Public Schools in 1981, where he taught junior high math, science and photography. He now works as a free-lance photographer for two local newspapers and the Rochester Symphony, and also edits the Word Search puzzle for four regional camping publications and two national camping journals. Brother Fisk keeps busy as assistant director

and writer for Detroit's Moslem Temple Shrine Brass Band, a position he has held since 1981. Together with his wife, also a retired teacher, he travels by motorhome for about six months of the year.

MASSACHUSETTS: **John Peters '81** (371 Central St., P.O. Box 545, Milford, MA 01757) graduated with a master's degree in Business Administration from George Washington University in May, 1985, majoring in information systems management and health services administration. He is currently working as administrator-in-training of the Medway County Manor Nursing and Retirement Extended Care Facility in Medway, MA.

MIAMI: **Wayne F. Russell '80** (2108 S.W. 57 Ave., Miami, FL 33155) manages Duffy's Tavern and Rick N Backers Gourmet Tavern in Miami . . . **Randy S. Stoloff '76** (1741 E. 55th St., Brooklyn, NY 11234) has transferred from St. George's University School of Medicine to S.U.N.Y. Downstate Medical Center in Brooklyn for his last two years. He plans to graduate in May, 1987 . . . **Gregory G. Hardwick '68** (550 Pharr Rd., Ste. 550, Atlanta, GA 30305), president of Hardwick, Cook & Company, P.C. in Atlanta, has been elected director-at-large and reappointed chairman of the 1040K Road Race Committee of the Georgia Society of Certified Public Accountants at its recent annual convention. He and his wife Mary Lou have two children, Heather and Christopher.

MIAMI-OHIO: **Dan Bailey '73** (6438 Highgate Lane, Dallas, TX 75214) was recently promoted to vice president of sales for the Southwest Region of Ship 'n Shore, Inc., a division of General Mills . . . **Blake L. Chartrau '82** (13000 Harriet Ave. S. #122, Burnsville, MN 55334) married Lisa Joy on July 13, 1985. He is employed as an outside sales representative for Midmark Corp., a medical equipment manufacturer.

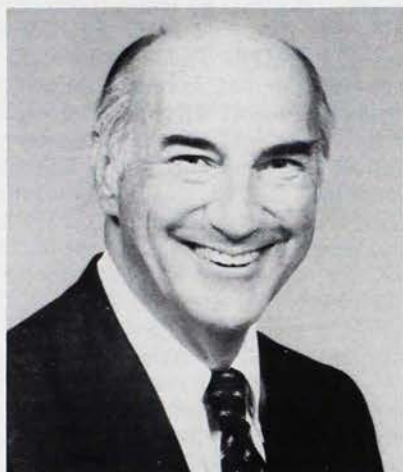
MILLSAPS: **Robert G. Anderson '82** (5330 N. State #139, Jackson, MS 39206) recently joined First Mississippi Corporation as a resource specialist. He is also pursuing his J.D. in the night division of the Mississippi College School of Law.

MISSISSIPPI: **Randy H. Coleman '75** (11803 Oakmont, Overland Park, KS 66210) is area sales manager for the John Harland Check Printing Co. . . . **Carroll A. Kemp, Jr. '58** (41-55th St., Gulfport, MS 39501) was elected president of the Gulf Coast Chapter, Ole Miss Alumni Association . . .

Charlie Kemp '57 (P.O. Box 147, Hazelhurst, MS 39033) has become the first Mississippian ever named to the National Board of Smithsonian Associates, the board of directors of the Smithsonian Institution.

He has long been a member of the Smithsonian Institution and says he has always enjoyed the Institution's seminars and museums. As a new Board member, he will try to improve the image of the South, he says, as well as to enrich Mississippi by bringing the Smithsonian events and displays to the state.

Brother Kemp's interests and achievements range from designing and racing sportscars to flying antique planes to reading historical



Charlie Kemp

biographies. He also collects automobiles, antique airplanes, guns and art. His impressive auto racing career began with winning the State Drag Racing Championship in a 1955 Thunderbird. He has raced in nearly 400 sportscar events all over the world. He worked with Porsche to develop the 917-10K Race Car, and designed and built the Kemp Cobra II, a Ford-based advanced racer.

Kemp withdrew from professional auto racing in 1980 to pursue private business investments. His former business ventures include bringing the first Ferrari dealership to the South. He is now actively engaged in his interests in timber, oil, farms and development. . . . **Earl P. "Wildman" Reeves '77** (204 West Ave., Long Beach, MS) is president of Excel Supply Company. He has a new son, Earl P. "Wildboy" Reeves III, born August 2, 1985.

MISSISSIPPI STATE: John M. McCommon '79 (204 S. Nash St., Starkville, MS 39759) is on the

research and development team in the thermo-mechanical pulp department at Weyerhaeuser Company's Columbus pulp and paper complex. . . . **Brian H. McCullen '79** (801 Holly Hill Dr., Tupelo, MS 38801) received a promotion to branch officer of the Bank of Mississippi in Harrisburg. He is a member of the Executive Committee of the Greater North Mississippi Trace Chapter of the March of Dimes, Ducks Unlimited, and the Tupelo Running Club.

MISSOURI/COLUMBIA: Jeffry C. Burden '80 (Box 83, University of Richmond, Richmond, VA 23173) entered law school at the University of Richmond after three years in television news in Fort Wayne, IN. . . . **Douglas J. Carr '71** (2023 Wolcott Dr., Columbia, MO 65202) is halfway through the completion of his Ph.D. studies in journalism at the University of Missouri. . . . **Wendell A. Knehans '82** (10321 Briar Hollow #2, St. Louis, MO 63146) married Elizabeth Ackerman on June 9, 1984. He is now working as a sales representative for Monsanto Company. . . . **Brown Massey '80** (5794 Asqueth Pl. #3, Memphis, TN 38115) announces his marriage to Gail Owen on August 10, 1985. . . . **Robert C. Schneider '82** (902 Dundee Ct. #102, Bellevue, NE 68005) is a 2nd lieutenant in the U.S. Air Force. He graduated from U.S.A.F. Pilot Training and is assigned to Offutt AFB, NE as a C-21A Learjet Pilot.

MISSOURI/ST. LOUIS: David Alan Hurwitz '81 (1002 North Elder, Bloomington, IL 61701) has begun a new job as an advertising account executive for the Daily Pantagraph newspaper in Bloomington. . . . **John P. Roundtree '80** (1630 Jodphur, Florissant, MO 63033) is employed by McDonnell-Douglas Aerospace Information Services as a business applications programmer and analyst. He is the Zeta Phi Chapter Advisor and secretary of their House Corporation Board.

MONTANA STATE: Steven J. Walton '81 (340 Channing Way #147, San Rafael, CA 94903) is a marketing representative with San Sierra Business Systems in San Francisco.

MONTEVALLO: Andrew J. Hallman '80 (2107 Dundee S.W., Decatur, AL 35603) recently graduated from Auburn University and is now employed as an electrical engineer at Dynetics, Inc. in Huntsville. . . . **David Hardman '80** (94A Oaklands Grove, Shepards Bush,

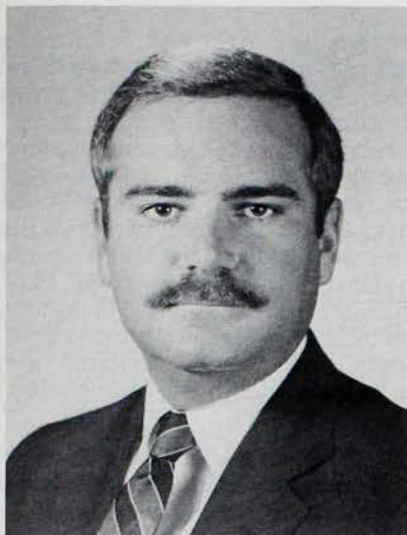
London, W12 England) recently moved to London and works as a salesman for Concept Business Systems.

MURRAY STATE: Frank A. Buster '73 (2727 Field Ave., Louisville, KY 40206) works as a retirement investment consultant with Citizens Fidelity Bank & Trust Co. in Louisville. He married Vicki Dohrman in 1981. . . . **Mark W. Mahan '58** (5214 Arrowood Court, Columbus, OH 43229) is a district sales manager with Houghton Mifflin Co. . . . **J. Bruce Scott '73** (3800 Napanee Rd., Louisville, KY 40207) works for Belknap Corporation in Louisville as an assistant controller. He was married in 1984 to Sara Graves. . . . **Michael A. Yusko '81** (1201 Park Place Dr., Park Place II #105, Sherman, TX 75090) recently earned his Master's of Science degree in Safety Engineering and Health from M.S.U. He is employed by Texas Instruments Incorporated as a safety engineer.

OHIO: John L. Weber '35 (323 North Pennsylvania Ave., Wellston, OH 45692) was the Chamber of Commerce's "Man of the Year" for 1985 in Wellston, Ohio.

OHIO STATE: John Joseph Dosa '80 (18862 Bent Willow Circle 1036, Germantown, MD 20874) is a project manager for the U.S. Nuclear Regulatory Commission in Bethesda, MD. He married Elizabeth Ann Potter on June 1, 1985. . . . **Steve Minich '75** (2090 Wendys Dr. #a9, Columbus, OH 43220), sports reporter and weekend sports anchor for WTVN-TV for the past six years, was recently appointed to the position of Sports Director. . . . **Mac A. Webb '73** (16 E. Main St., Amelia, OH 45102) has opened the Mac Webb Insurance Agency in the greater Cincinnati area, offering both commercial and personal insurance services.

OKLAHOMA: Mark S. Jennings '75 (6523 Pepperwood Ct., Wichita, KS 67226) was promoted to vice president with K&E Petroleum, Inc., an independent oil company in Wichita. . . . **John Randolph Martin '74** (P.O. Box 46, North Myrtle Beach, SC 29597) has a new job as an associate with Mumford, Wishart and Zeidman, Attorneys and Counselors at Law. . . . **William T. Trigleth III '73** (1319 Briarcliff Rd. Box 5, Macon, GA 31218) works for Trust Company Bank of Georgia. He is involved in starting the Investment Banking Group for Macon, Georgia. Having resigned his positions in Oklahoma as Beta Omicron chapter advisor, Chapter House Corporation



William T. Trigleth III

Vice President, and Alumni Club Vice President, Bill looks forward to affiliating in Georgia... **Lee H. Whittlesey '70** (Box 585, Yellowstone National Park, WY 82190) began his studies in law at the University of Oklahoma in August, 1985. He had worked as a park ranger for several years, and has written a book soon to be published by the Montana Historical Society.

PITTSBURGH: 1st Lt. Dean A. Mertz '50 (1238 W. Woodlawn St., Whitehall, PA 18052) is a pilot on the EC135 now serving with the 2nd Airborne Command and Control Squadron at Offutt AFB, Nebraska... **Mark O. Presnell '78** (520-2A Chatham Park Dr., Pittsburgh, PA 15220) is a manufacturing simulation engineer with Electronic Data Systems Corporation. He received his MBA in marketing from the University of Pittsburgh Graduate School of Business in August, 1984.

PURDUE: Louis B. Quinto '79 (7317 Countryside Rd., Memphis, TN 38134) proudly announces his marriage on October 6, 1985, to Barbara Dee Erholm. After a honeymoon at Lake George, New York, the happy couple returned to Memphis where Lou resumed his duties as Director of Development at Memorial Headquarters... **Russell A. Strobach '82** (2727 N. Pine Grove #502, Chicago, IL 60614) works as a technical representative for Parker Hannifin, Fluid Power Group... **Scott Thompson '82** (1240 Manhattan Beach #C, Manhattan Beach, CA 90266) announces his recent marriage to Jennifer Carson.

RICHMOND: Henry S. Flannagan '54 (713 Pebble Dr., Greensboro, NC

27410) recently returned to Greensboro after working for Burlington Industries in Ireland for the past three years.

RHODES: Sgt. Arnold Weiner '71 (408 8th St., Edwards AFB, CA 93523) is serving in the U.S. Air Force as a member of the 6510th Security Police Squadron at Edwards Air Force Base. He was recently married to Scarlett Butler.

RUTGERS: Charles A. Prentiss '55 (519 Wanaao Rd., Kailua, HI 96734) has been promoted to Executive Secretary of the Planning Commission of the city and county of Honolulu, Hawaii.

SAM HOUSTON STATE: Charles A. "Andy" Clark '75 (1729 Wyoming, San Angelo, TX 76904) and his wife Ruth announce the birth of their first child, Jennifer Mae Clark, on June 11, 1985.

SAMFORD: Jeffrey S. Brewer '77 (2909 McAlpine Dr., Birmingham, AL 35243) was promoted from assistant vice president to vice president at Baptist Medical Center Montclair last May. Jeff received his master's degree in hospital and health administration from Xavier University in Cincinnati, Ohio. He is a member of the American College of Hospital Administrators, the American Hospital Association and the Xavier University GPHHA Alumni Association.

SAN DIEGO STATE: Randy Grossman '80 (10480 Del Montes, Yuma, AZ 85365) is the weekend sports anchor on KYEL-TV in Yuma, Arizona... **James E. Hulburd '77** (1343 Via De Los Reyes, San Jose, CA 95120) was promoted to associate vice president with Dean Witter in Cupertino, California. He was married on June 8, 1985 to Laura Harris.

SAN JOSE STATE: Gary Hughes '60 (Box 704, Novato, CA 94948) reports that on September 17, 1985 he was named director of scouting by the Montreal Expos Baseball Club. He had been the western states scout supervisor for the New York Yankees.

SOUTH CAROLINA: Scott Spivey '83 (439 Dogwood Dr., Greenwood, SC 29646) is a management trainee at Wickes Lumber Company.

SOUTH FLORIDA: Richard D. Murphy '82 (11309 North 50th St., Tampa, FL 33617) married Lyndsey K. Scheck on October 19, 1985.

SOUTHERN FLORIDA: Neal E. Kimball '77 (1982 Scott St., San Francisco, CA 94115) has been named

regional administrator in the Miller Brewing Company's northern Pacific sales region.

SOUTHERN MISSISSIPPI: Thomas W. Dudley '61 (609 Mission Circle, Irving, TX 75063) is assistant general claim manager with the Trinity Company... **Charles A. Norman, Jr. '79** (Rt. 3, Box 434-D, Meridian, MS 39301) married Amy Elizabeth Dowdle on April 27, 1985... **Michael A. Sieg '76** (P.O. Box 1230, Burbank, CA 91507) works at NBC Studios in Burbank as a page.

SOUTHWEST MISSOURI STATE: L. Taylor Bahn '71 (1428 Bessie, Cape Girardeau, MO 63701), along with his wife Nancy and daughter Caitlin, has returned to Cape Girardeau where he is engaged in the practice of Periodontics. He also runs the Missouri division of High Top Kennels of Durham, North Carolina... **Robert S. Holloway '69** (226 Palm Dr., Hazelwood, MO 63042) is now employed by American Color Corporation selling color separations and pre-press services... **Bryan Bishop Young '77** (414A Hutton Lane, Jefferson City, MO 65101) is working as a sales representative for Syntex Pharmaceuticals. He married Rhonda Crenshaw on November 30, 1985.

SOUTHWEST TEXAS STATE: Alton L. Slayton '77 (P.O. Box 134, Hallettsville, TX 77964) is working for the Federal Aviation Administration in Houston as an air traffic control specialist.

SOUTHWESTERN: Steven P. Lufburrow '78 (9923 Churchill Way, Houston, TX 77065), vice president with Goodwill Industries of Houston, has been appointed by the State Bar of Texas to serve as a member of District 4-C Grievance Committee.

STEPHEN F. AUSTIN STATE: Gregory Stephen Latson '79 (9118 New Kay, Spring, TX 77379) proudly announces the birth of his son, Bradley Stephen Latson.

STETSON: Anthony P. Clark '81 (B Co., DLI, Box 1066, Pom, CA 93944) is studying Arabic at the Defense Language Institute in Monterey, California... **James A. Steven '63** (7000 Lee Valley Circle, Edina, MN 55435) has been appointed general manager of the Twin Cities Group by J.I. Case Co.

SYRACUSE: John Bellualdo '81 (3414 Tibbett Ave., Bronx, NY 10463) has been hired by County Magazine as an advertising space sales representative.

TENNESSEE/KNOXVILLE: **R. David Snider '75** (303 Foxcroft Dr., Asheville, NC 28806) is a CPA with McGladrey Hendrickson & Puller. He and his wife Susan have a daughter, Sara, born March 15, 1984. . . **Peter G. Vavalides '82** (P.O. Box 423, Laurens, SC 29360-0423) is employed as a project engineer with the Torrington Co. in Clinton, South Carolina.

TENNESSEE/MARTIN: **Nick Dunagan '66** (Baker Rd., Martin, TN 38237), former vice chancellor for administration at UT Martin, has been named acting chancellor. He will hold the position vacated by former chancellor Dr. Charles Smith.

TEXAS A&M: **Ronald Glendale Rand '82** (6101 Antoine #7312, Houston, TX 77091) is an accountant for Exxon Co.

TEXAS/ARLINGTON: **Marty B. Wieder '82** (1224 Nicole #1216, Fort Worth, TX 76112) married Bonnie Elizabeth McMurrey on June 29, 1985. He has been with the Builders Association of Fort Worth and Tarrant County for six months as the City Liaison.

TEXAS TECH: **Jeffrey S. Badgett '80** (5050 Tanglewood #808, Odessa, TX 79762) is a moving consultant with American Mayflower Corporation. . . **Daniel Hamil '81** (5732 89th, Lubbock, TX 79424) works as a systems representative for Johnson Controls. He married Sharla Southerland on July 21, 1984.

TOLEDO: **Michael C. Hoecherl '79** (17007 Stone Stile, Friendswood, TX 77546) is a roofing specialist, handling sales in the Houston area for Firestone Building Products.

TULANE: **Ben Joel '77** (1071S Royal Springs Dr., Dallas, TX 75229) has been promoted to vice president at MBank in Dallas, Texas.

TYLER JR. COLLEGE: **Mark Lyon '82** (217 E. Lake St., Nacogdoches, TX 75961) married Holly Haynes on July 13, 1985. He works for the Nacogdoches Daily Sentinel as a staff writer.

UTAH: **Joseph Roy McConahay '56** (40 Canyon Dr., San Francisco, CA 94112) is an A.G.S. registered jeweler with the diamond department of Lee Frank Mfg. Jewelers in Berkeley.

UTAH STATE: **Col. Thomas W. Wood '58** (USDAO - Wellington, New Zealand, Embassy of the United States, FPO San Francisco, CA 96690-0001) has been selected for a diplomatic

assignment as the Air Attache, U.S. Embassy, Wellington, New Zealand. As Air Attache, Wood will be the senior U.S. Air Force representative in New Zealand and will be responsible for coordinating all U.S. Air Force activities there.

VANDERBILT: **Michael E. McCadden '75** (1116 Silverleaf Terr., Nashville, TN 37221) is working at Vanderbilt Hospital in the Department of Dermatology. He and his wife Helen had a son, Michael Jr., on July 10, 1985.

WAKE FOREST: **John A. Nelms '76** (7370 Church St., Rural Hall, NC 27045) recently made his third life insurance "Millionaire Club" trip with State Farm. He and his wife are expecting their first child in April.

WASHINGTON & LEE: **G. Hubbard Kennady III '77** (700 FM 2818 #604, College Station, TX 77840) announces his marriage on September 21, 1985, to Dr. Monta Cutbirth. He is employed as assistant district attorney in Brazos County, Texas.



A. Wellborne Moise

WASHINGTON UNIVERSITY: **A. Wellborne Moise '30** (55 South Gore Ave., Webster Groves, MO 63119), past National Alumni Secretary for Pi Kappa Alpha, was honored with a Distinguished Alumnus Award recently at a Founders' Day banquet by Washington University.

Retired as vice president, personnel and office administration, of the Ralston Purina Company, he is currently a member-at-large of the Washington University Alumni Board of Governors and a former member of its executive committee. As a member,

representing Arts and Sciences, and past chairman of the Planned Giving Committee, his knowledge of personal financial planning has been an invaluable asset to his alma mater. He is a member of the Advisory Council of the Washington University Association, a Life Member of the William Greenleaf Eliot Society, and a lecturer in University College from 1937 to 1957. Brother Moise is a former training director for United Way of St. Louis, and past president of the Industrial Relations Association of Greater St. Louis.

WAYNE STATE: **Kenneth E. Chamberlin '62** (122 W. Hickory Grove, Bloomfield Hills, MI 48013) is director of education at the Travel Education Institute. He married Barbara Trulik on September 27, 1985. . . **Richard W. Collins '67** (1930 N. Avenida de Palmas #40, Casa Grande, AZ 85222) has been appointed planning and development director for the city of Casa Grande. He is in charge of planning, zoning, engineering, airport construction, industrial development and neighborhood revitalization.

WEBER STATE: **Dr. Scott D. Farrell '73** (12616 E. 183 St., Cerritos, CA 90701-4531) is now chief of optometry with Pioneer Hospital in Artesia, California. He has three children; the youngest, Michael, was born in May, 1985. . . **David S. West '83** (16510 1st Ave. S.E., Bothell, WA 98012) recently accepted a position with Boeing Commercial Aircraft Company as a technical analyst for computer aided design support and development.

WESTERN CAROLINA: **Maj. Michael E. Carver '69** (4011 Tranquility Ct., Monrovia, MD 21770) has graduated from Case Western Reserve University with a master's degree in biomedical engineering and is now serving as chief of engineering and technical services for the U.S.A.F. Medical Service Corps at Ft. Detrick, Maryland.

WILLIAM & MARY: **George W. Foreman '81** (2926 Woodbridge Crossing Dr., Midlothian, VA 23113) married Jennifer Lynne Helms on March 9, 1985. . . **Thomas A. Hill '47** (105 Westlook Cr., Oak Ridge, TN 37830), publisher of *The Oak Ridger*, was elected to the board of directors of the Southern Newspaper Publishers Association. . . **Dan A. Jordanger '81** (326A 13th St., Charlottesville, VA 22903) is pursuing his studies at the University of Virginia School of Law.

Literary World Mourns Editors' Passing

*Former Editor of U.S. News & World Report
was first SMC of Beta Xi Chapter*

OWEN LeGRAND SCOTT, executive editor of U.S. News & World Report magazine, died August 27, 1985 at the age of eighty-seven.

As news chief for the magazine, Brother Scott helped build the publication from a small weekly newspaper into a national news magazine with a weekly circulation of over two million.

At the University of Wisconsin, he was a charter member of Beta Xi chapter as well as its first president. After his graduation in 1920, Scott became a reporter for the Springfield (Mass.) Republican, which led to a three-year position with The Associated Press.

In 1933, Brother Scott moved to Washington to join the board of editors of what was then the United States News. In 1938 he became executive editor, and began the publication's transformation to its present status.

For twelve years, from 1933 to 1945, Scott wrote a syndicated newspaper column. He was responsible for the widely read lead article, "Tomorrow, a look ahead of the nation's capital", as well as directing the news staff and determining the content of U.S. News & World Report.



Owen Le Grand Scott

It was said of Brother Scott that he "had a knack for understanding what people out in the country were interested in . . . he never lost his interest in the common man. He was an editor for the heartland."

*Editor and Publisher
was Beta Psi Alumnus*

EDD A. BURCH, resident of Greer, South Carolina, died August 7, 1985, following a long illness.

Brother Burch attended Middle Georgia College and Mercer University, where he was a member of Beta Psi chapter.

He was the associate editor of *The Bartow Herald* in Cartersville, Georgia from 1931-36, and editor of *The Dalton Citizen* in Dalton, Georgia from 1937-42. He became the owner and publisher of *The Greer Citizen* in 1942, and later founded radio station WEAB in Greer.

In addition to his publishing work, Edd served on the Greenville County Library Board for twenty years, was a member of the Greenville-Spartanburg Airport Commission, and a past president of the South Carolina Press Association.

He was a Lion for fifty years, and a past president of the Greer Lion's Club. Brother Burch was also a director of the Bank of Greer, and was recognized in 1984 as the Greer Chamber of Commerce's "Small Business Man of the Year". In 1971-72, he was honored as the Greer Kiwanis Club's "Citizen of the Year" and received the Greer Seratoma Club's "Service to Mankind" award in 1976.



Please allow the SHIELD & DIAMOND the privilege of listing our departed alumni in Chapter Eternal. Please send a notice of the death of any friend or relative who was a member of the Pi Kappa Alpha Fraternity to:

SHIELD & DIAMOND
577 University
Memphis, TN 38112-1689

Prominent Surgeon was 73-Year Member of IKA

DR. FRANCIS M. MASSIE, a seventy-three year member of Pi Kappa Alpha, was initiated into Alpha chapter in 1912. He died on September 21, 1985 at the age of 91.

Brother Massie was instrumental in the formation of the University of Kentucky's Albert B. Chandler Medical Center, and was renowned for his work as a surgeon at the Lexington Clinic and for his service on the school board.

Brother Massie was one of the founders of the Kentucky Medical Foundation, and together with his colleagues worked toward making a medical school at UK a reality.

From 1924 to 1961, Massie was a staff member at the Lexington Clinic and served as chief of surgery. In 1964 he was named emeritus consultant for

surgery at the clinic. He also served on the old Lexington Board of Education for twenty-five years, and was chairman of the board for twelve years until his resignation in 1961. He was a former president of the Kentucky Chapter of the American College of Surgeons, the Fayette County Medical Society, the Kentucky Surgical Society and the Southern Surgical Association. In addition, Massie was chief of staff for both Good Samaritan and St. Joseph hospitals in Lexington.

In 1959 he received the Kentucky Medical Association's Distinguished Service Award. Both Transylvania University and the University of Kentucky awarded him honorary doctor of science degrees, in 1964 and 1967, respectively.

Robert B. Allen (Syracuse) Naples, NY.

James Archibald (S.W. Missouri State) July 4, 1985.

William T. Asher (N. Georgia) June 29, 1985, Atlanta, GA.

Dwight M. Beeson (Emory) June 7, 1985, Birmingham, AL.

Thomas F. Boone (Georgia) September 24, 1985, Tallahassee, FL.

Frank Bihr (Missouri) January 30, 1985, Cape Girardeau, MO.

William M. Brown (Marshall) June 6, 1984, Des Plaines, FL.

Edd A. Burch (Mercer) August 7, 1985, Greer, SC.

Orville M. Canfield (California/Berkely).

Willard T. Carter (Transylvania) February 20, 1985, Scottsdale, AZ.

H. Roy Chope (Ohio State), Columbus, OH.

Benjamin T. Clark (Colorado) September 28, 1985.

Jack Key Covington (Purdue) March 13, 1985, Abilene, TX.

Pete Crownover (Tennessee/Chattanooga).

Jack E. Crumley (Florida) June 3, 1985, Jacksonville, FL.

Edward Alexander Currie, Jr. (Southern Mississippi) May 28, 1985, Hattiesburg, MS.

Clarence G. Daniel, Jr. (Samford) February 13, 1985, Jasper, AL.

Dehaven Develin (Pennsylvania) July 31, 1985.

E. Vernon Ellett (Richmond) August 21, 1985.

Ralph D. Eppley (Denver) March 13, 1985.

Howard L. Ford (Lehigh)

Louis Richard Girouard (Tulsa) February 2, 1985, Denver, CO.

John B. Gray, Jr. (North Carolina State) January 2, 1985, Wilson, NC.

Edward A. Glazier (California/Berkely) June 5, 1985, Menlo Park, CA.

Howard Otis Haines, Jr. (Northwestern)

Arthur Neal Hamilton (Vanderbilt) August 9, 1985, Circleville, OH.

George David Harding (Arizona) August 18, 1985, Stockton Springs, ME.

James R. Hester (Kentucky) January 14, 1985, Harrison, AR.

Harold M. Holt (Arkansas) July 15, 1985.

William R. Hunter (Southern Methodist) February 6, 1985, New York, NY.

William Lawson G. Johnson (Georgia Tech) February 8, 1985, Griffin, GA.

Rev. Richard G. Keenan (Wittenberg) July 22, 1985, Cleveland, OH.

Marion T. Kincaid (Florida) December 20, 1984, Ormond Beach, FL.

Horton B. Knoll (Pennsylvania State) February 13, 1985, Lafayette, IN.

Gerald S. Lambert (Utah) Cypress, TX.

William B. Laporte (Southern California)

Edward B. Leary (William & Mary) March 1, 1985, Northport, NY.

Patton N. Leaver (Utah) June 16, 1985, Salt Lake City, UT.

Charles A. Ledsinger (Rhodes)

Thomas C. Lennep (Emory) June 9, 1985, Moss Point, MS.

William J. Lierman (Illinois) May 5, 1985, Sarasota, FL.

William T. Luckett (Virginia) Memphis, TN.

Francis M. Massie (Transylvania) September 21, 1985, Lexington, KY.

Leonard P. Matonak (Pittsburgh) June 18, 1985, Walnut Creek, CA.

David F. Maxwell (Pennsylvania) October 8, 1985.

Eugene McGowan (Tennessee/Knoxville)

Lon B. Merkley (Utah) November 29, 1984.

Ralph A. Miller (Linfield)

Bill Montgomery (Eastern New Mexico State)

Randall Scott Morton (Arkansas) May 3, 1985, Prairie Grove, AR.

Edwin C. Mueller (Washington University) December 25, 1983.

William G. Nash (Georgetown College) April, 1985, Atlantic Beach, FL.

James S. Offutt (Georgetown) May 14, 1985, Seminole, FL.

William L. Pifer (Wittenberg) September 20, 1985.

Nelson Powers (Iowa) April 28, 1985, Memphis, TN.

Thomas J. Rasmussen (Colorado) April 14, 1985.

Halcolm M. Ratcliff, Jr. (Cincinnati) January 7, 1984, Fairport, NY.

Robert J. Roop (Old Dominion) April 3, 1985, Alexandria, VA.

Owen LeGrand Scott (Wisconsin) August 27, 1985, Sarasota, FL.

Steven Michael Seger (Indiana) October 13, 1984.

Gregory D. Sims (MIT) July 24, 1982, Dallas, TX.

Richard W. Stringer (Arizona) Tucson, AZ.

Henry A. Stovall (Transylvania) December 1, 1984.

John L. Squires (Utah) October 29, 1982.

Robert J. Taylor (Ohio) March 13, 1984, Mansfield, OH.

Sam G. Taylor (Texas)

Charles N. Thacker (Louisiana Polytechnic Institute)

George F. Thompson (Washington) April 4, 1985, Gig Harbor, WA.

Robert G. Thompson (Samford) September 20, 1984, Portsmouth, VA.

Royale Tilley (Vanderbilt) April 13, 1983, Banner Elk, NC.

Mark Allen Tillung (Idaho) April 24, 1985, Denver, CO.

Gerald F. Tinsley (Florida Southern) April 10, 1985.

Wilson B. Voigt (Iowa State) October 7, 1984, San Mateo, CA.

Frank J. Walker (Florida) July 31, 1985.

Eugene P. Watkins (Utah) January 2, 1985.

E. Willan Wilson (Emory) September 10, 1985, Kingsport, TN.

Todd M. Woltermann (Montana State) Columbus, MT.

George L. Word, Jr. (Georgia Tech)

Frank L. Wysor (Washington & Lee) July 4, 1985.

Paul W. Yearout (Presbyterian College) November 26, 1984, Waynesboro, VA.

Terrell H. Yon, Sr. (Georgia Tech) June 11, 1984, Coco Beach, FL.

Lester W. Zinkham (Western Reserve) Pittsburgh, PA.

Senator Sparkman: An Historic Career

Pi Kappa Alpha's 1947 Distinguished Achievement Award Recipient



FORMER SENATOR John J. Sparkman (*Gamma Alpha '25*), 85, an Alabama Democrat who served on Capitol Hill for more than four decades, who ran for vice president in 1952 and who chaired the Senate's Banking and Foreign Relations committees, died Saturday, November 16, 1985 at a nursing home in Huntsville, Alabama, after a heart attack.

Senator Sparkman, who was elected to the Senate in 1946, was chosen by Illinois Governor Adlai E. Stevenson as his 1952 running mate for the presidency. The Stevenson-Sparkman ticket, though finishing well ahead of President Truman's 1948 vote totals, was soundly defeated by the Republican ticket of Dwight D. Eisenhower and Richard M. Nixon.

Sparkman was first elected to Congress as the representative from the 8th District in 1936 and re-elected

five times without opposition.

In the House he was majority whip in his last term, and was a member of the former Military Affairs Committee during World War II.

After a decade in the House, he won a special election to the Senate following the death of Senator John Bankhead. That year he also won re-election to his House seat, one of the few times a member of Congress has won both at the same time.

Six years later, he had earned enough respect in the Democratic party to be selected for the vice presidential nomination on the ticket with former Illinois Governor Adlai Stevenson.

Sparkman helped the Democrats hold the South against the Eisenhower-Nixon ticket. However, Eisenhower received thirty-four million votes out of the sixty-one million cast.

By the time he retired in 1979,

Sparkman had served one of the longest spans on record for a member of Congress, a total of forty-two years, including ten in the House.

Sparkman was alternately called a Southern populist liberal, a New Deal progressive, or a moderate.

Sparkman's greatest contribution probably was as a primary craftsman of the nation's public housing legislation beginning with the watershed Housing Act of 1949, which began the nation's urban renewal program.

And as chairman of the housing subcommittee, Sparkman had a hand in drafting or rewriting virtually every housing bill that passed Congress since World War II.

He was known in the Senate as "Mr. Housing", said Democratic Rep. Tom Bevill (*Zeta, University of Tennessee*), who served with Sparkman on Capitol Hill for twelve years. "I heard him say many times that everywhere he went in the United States, you could see housing projects he helped to get."

Sparkman also was known as the architect of the Federal Home Administration's system of private home financing that enabled thousands of Americans to own their own homes.

As chairman of the Senate Banking, Housing and Urban Affairs Committee from 1967-74, he had a hand in writing almost all of the modern bank regulatory laws.

As chairman of the Senate Select Committee on Small Business, Sparkman was credited with doing more for developing tax and credit assistance for small businesses than any other senator.

Sparkman authored such bills as the Small Business Act of 1953, the Small Business Investment Act and the Small Business Tax Act of 1958 and the Small Business Amendments of 1966 and 1967.

Sparkman also pushed bills through Congress that provided funds for rural electrification projects. He was an early supporter of the Tennessee Valley Authority, the nation's largest public utility.

He firmly supported federal social programs until the issue of race forced him to oppose much of the Johnson administration's 'Great Society' programs.

(continued)



Leaders of a Generation: Senator Sparkman attends the 1961 inauguration of President John F. Kennedy. Seated left to right behind the President are Lyndon B. Johnson, Richard M. Nixon, John J. Sparkman and Harry Truman.

But even after he joined in the filibusters against civil rights legislation in the 1960s, he faced strong conservative challenge from Democrats and Republicans.

He survived largely because of the unqualified support from businessmen, bankers and homebuilders, whose interests he had championed in the banking committee.

Sparkman was appointed U.S. delegate to the United Nations by President Harry Truman and served as a delegate in 1950 and 1951.

A member of the Senate Committee on Foreign Relations since 1951, he took over as chairman in 1975 after Senator J. William Fulbright was defeated in an Arkansas Democratic primary battle by Governor Dale Bumpers. He chaired the Senate Committee on Foreign Relations,

widely considered the Senate's most prestigious assignment, until he retired from the Senate on January 3, 1979.

He earned mixed reviews as chairman of Foreign Relations. Many of the more aggressive Democrats in Congress lamented the fall of the committee's preceding chairman. They said that under Senator Sparkman the committee had become a less important arena for foreign policy struggles.

What some saw as a change in the committee's importance, Senator Sparkman saw as a philosophical adjustment. He told a New York Times reporter that his committee "does have an impact on foreign policy, but doesn't make foreign policy, except insofar as the executive will take our advice and consent."

Although some members of Congress had seemingly endless disagreements with such executive branch figures as Secretary of State Henry A. Kissinger, Senator Sparkman did not. He told reporters that Kissinger always came to the committee when asked, always answered questions, and always kept the committee briefed.

John Jackson Sparkman was born near Hartselle, Alabama on December 20, 1899. The seventh of

eleven children, he lived on a tenant farm until he was twenty-one.

He found that he did not like farm work, and mortgaged a prize acre of cotton for \$75. With this he entered the University of Alabama, where he paid his way by tending furnaces. He later earned a teaching fellowship to finance his education.

At the university he received A.B., M.S., M.A., and LL.B. degrees, and was editor of the *Crimson-White* student newspaper, president of the student body, outstanding student, Phi Beta Kappa and Jansons.

He received honorary doctor of law degrees from Spring Hill college, the University of Alabama, Auburn University, Athens College, and the National University of Seoul, Korea.

Before entering Congress in 1937, he taught at Huntsville College in Alabama and served in the Army in World War I. He practiced law in Huntsville from 1925 to 1937. Since 1979, he and a grandson, Tazewell T. Shepard III, maintained the law partnership of Sparkman & Shepard in Huntsville.

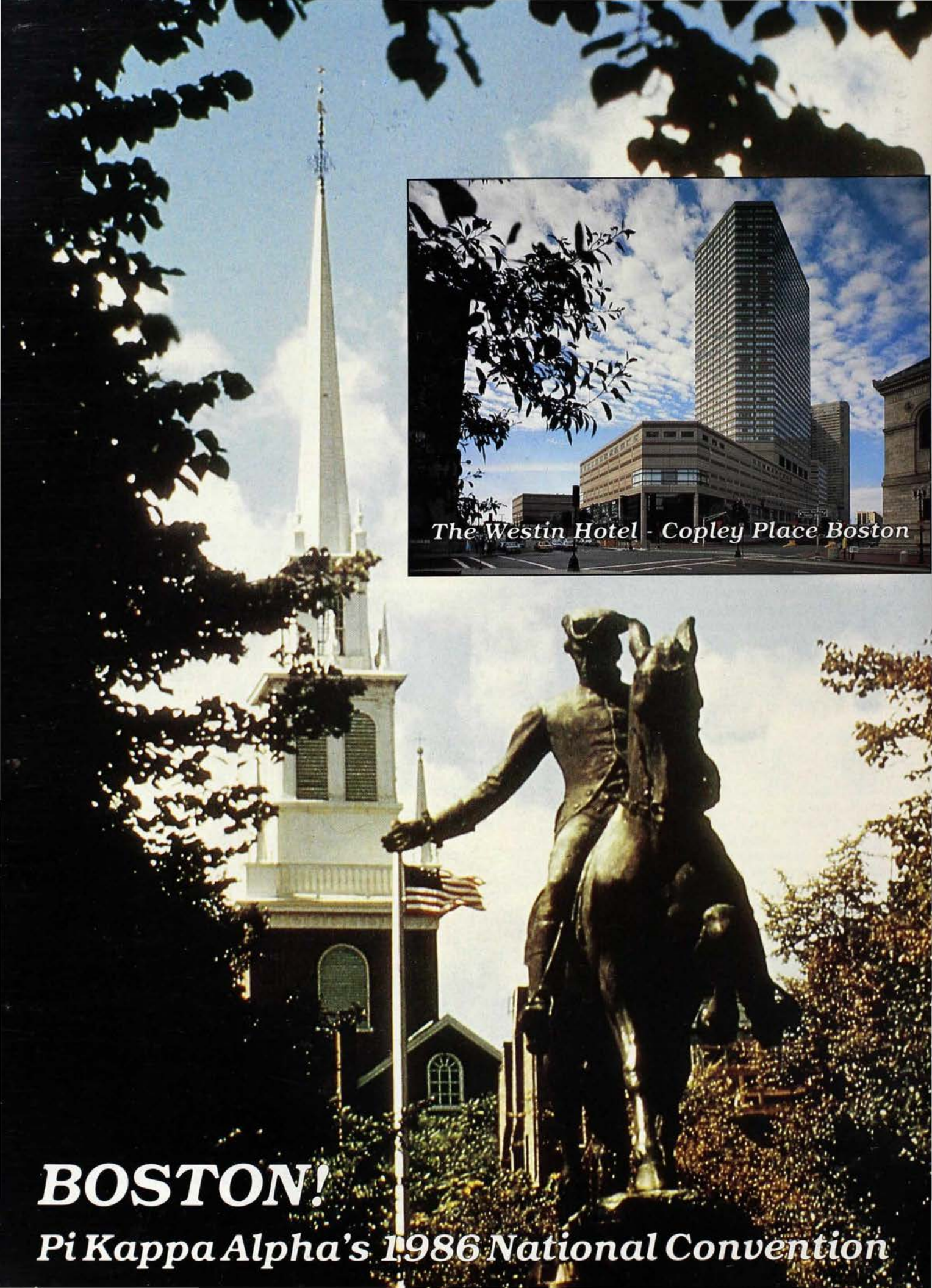
In addition to his grandson, Senator Sparkman's survivors include his wife of sixty-two years, the former Ivo Hall of Huntsville, and a daughter, Julia Ann (Jan) Shepard of Washington.

— *The Washington Post*,
Sunday, November 17, 1985.
— *Birmingham Post Herald*,
Monday, November 18, 1985.



Pi Kappa Alpha National President William N. LaForge with Senator Sparkman in 1972.

Happy Holidays
from
Pi Kappa Alpha National Fraternity



The Westin Hotel - Copley Place Boston

BOSTON!

Pi Kappa Alpha's 1986 National Convention