

B. JOSEPH WHITE

Managing Director, Fred Alger Management Company
Wilbur K. Pierpont Collegiate Professor
Professor of Business Administration
University of Michigan Business School

PERSONAL DATA

Office Addresses	Fred Alger Management, Inc. 111 Fifth Avenue New York, NY 10003 Phone: 212-806-8842 Fax: 212-806-2996 Internet: bjwhite@alger.com
	University of Michigan Business School D2253 Business Ann Arbor, Michigan 48109 Phone: 734-678-6354 / 734-615-0325 Fax: 734-973-1976 Internet: bjwhite@umich.edu
Home Address	188 E. 70 th Street – 12A New York, NY 10021 Phone: 734-678-6354
Citizenship	U.S.
Born	Detroit, Michigan April 6, 1947
Family	Married to Mary Decker White Two children, Brian (b. 1973) and Audrey (b. 1976)

EDUCATION

Ph.D., University of Michigan, 1975 (Business Administration)
M.B.A., with distinction, Harvard University, 1971
B.S., magna cum laude, Georgetown University, 1969

SCHOLARLY HONORS

Phi Beta Kappa
Beta Gamma Sigma

CURRENT APPOINTMENTS:

Wilbur K. Pierpont Collegiate Professor (since 1999)
Professor of Business Administration, University of Michigan Business School (since 1987)

CURRENT BOARD MEMBERSHIPS

Corporate

Gordon Food Service, Inc., Grand Rapids, Michigan (since 1988)
Director
Equity Residential Properties Trust, Chicago, Illinois (since 1993);
Trustee and Chair, Audit Committee
Kelly Services, Inc., Troy, Michigan (since 1995);
Director and Chair, Compensation Committee
Mutual Funds of the Fred Alger Management Company, New York (since 1999)
Trustee
Kaydon Corporation, Ann Arbor, Michigan (since 1999)
Director and Chair, Audit Committee

Non-Profit

William Davidson Institute, University of Michigan Business School (since 1992)
Pew Global Attitudes Survey Project (since 2001)
NextEnergy Center

PREVIOUS APPOINTMENTS

University of Michigan Interim President	2002
University of Michigan Business School Dean	1991-2001
Interim Dean	1990-91
Associate Dean (responsible for professional degree programs, faculty development and information resources)	1987-90
Associate Professor of Organizational Behavior and Industrial Relations (with tenure)	1978-80
Assistant Professor of Organizational Behavior and Industrial Relations	1975-78
Cummins Engine Company, Inc. Vice President, Personnel and Public Affairs	1984-87
Vice President, Management Development	1981-84
Institute of Technology, Cranfield, England Visiting Faculty, School of Management, Cranfield	1981
Institute for Social Research, University of Michigan Faculty Associate, Survey Research Center,	1979-80

UNIVERSITY OF MICHIGAN BUSINESS SCHOOL LEADERSHIP AND SERVICE ASSIGNMENTS

Chair, Executive Committee	1990-2001
Chair, Quality Council	1991-2001
Chair, Undergraduate Program Review Team	1988-90
Chair, MBA and BBA Core Course Coordinating Committees	1987-90
Alumni Board of Governors	1984-87
Chair, Management Education Committee	1978-80

UNIVERSITY OF MICHIGAN LEADERSHIP AND SERVICE ASSIGNMENTS

University Musical Society Board of Directors	2002
Chair, University of Michigan Health Center Executive Board	2002
Athletic Director Search Committee	2000
Chair, Academic Program Group, Advisory Council on the Environment	1999-2000
Chair, Future of the Professoriate Conference	1998
Chair/member, Academic Program Group Development Committee	1997-2001
Chair, Academic Integrity Subcommittee, NCAA Certification of UM Athletics	1995-97
University of Michigan Women's Agenda Implementation Group	1994-96
Israel Mission, Partnership 2000	1995
Chair, Search Committee for Executive Director of Human Resources	1992-93
Executive Committee, Institute for Social Research	1991-94
Athena Award Selection Committee, Alumni Association	1988-90
Michigan Mandate Change Group	1989-90
Information Technology Policy Committee	1989-90

CUMMINS ENGINE COMPANY LEADERSHIP AND SERVICE ASSIGNMENTS

Benefits Policy Committee	1981-87
Staff, Compensation Committee, Board of Directors	1981-87
Staff, Pension Committee, Board of Directors	1981-87
Negotiating Team, Contract Negotiations with Diesel Workers Union	1983
Committee for Grievance Hearings with Office Committee Union	1982-83

OTHER PROFESSIONAL EXPERIENCE

Service:

Board of Directors, Georgetown University	1999-2001
Board of Directors, Center for Community Service Learning, University of Michigan	1998-2001
Board of Overseers, Malcolm Baldrige National Quality Award	1997-2000
Board of Directors, Cummins Engine Foundation, Columbus, Indiana	1984-99
Board of Trustees, Greenhills School	1989-93
Board of Examiners, Malcolm Baldrige National Quality Award	1990
Chair/member, Catherine McAuley Health System Board, St. Joseph Mercy Hospital Board	1989-94
Chair/member, Medical Staff/Quality Assurance Committee, Catherine McAuley System	1988-90

United Way Divisional Chair, Washtenaw County	1989
Chair, Executive Committee, Board of Directors, Southern Indiana Health Organization	1986-87
Board of Directors, Chamber of Commerce, Columbus, Indiana	1984-87
United Way Divisional Chair, Bartholomew County, Indiana	1984
Participant, Leadership Bartholomew County	1982-83
Member, Finance Committee, St. Mary's Parish, Ann Arbor	1978-80

Education:

External Review Committee, London Business School	2000
Judge, McKinsey Award, <i>Harvard Business Review</i>	1998
Co-chair, Global Forum in Management Education	1998
External Review Committee, Haas School, University of California at Berkeley	1997
Business - Higher Education Steering Committee	1991-96
Chair, Consortium for Graduate Study in Management	1993-95
Lecturer, Eastern Michigan University	1973
Instructor, Wayne State University	1972

Business:

Director, F&M, Inc.	1993-96
Quality Advisor to Senior Management, Whirlpool Corporation	1989-98
Director, Three D Bed and Bath	1988-98
Quality Consultant, Next, Inc.	1988-89
Advisory Council on Human Resources, The Conference Board, New York	1986-90
Human Resources Roundtable, New York	1986-87

DEGREE PROGRAM COURSES TAUGHT AND EXECUTIVE EDUCATION PROGRAM PARTICIPATION

Courses:

Managing for Quality Excellence
 Organization Design
 Organization Theory
 Human Behavior and Organization
 Behavioral Theory of Management
 Introduction to Management

University of Michigan Business School Executive Education:

The Executive Program
 Manufacturing Executive Program
 Advanced Human Resource Management
 Strategic Quality Management
 Whirlpool/University of Michigan Director Development Program

PUBLICATIONS

Articles in Journals:

"Developing Leaders for the High Performance Workplace," *Human Resource Management*, vol. 33, (Spring 1994), pp. 161-168, (also presented as address to the Detroit Economic Club, March 15, 1993).

"Quality, Participation, and Competitiveness," (Co-authors: Robert E. Cole and Paul Bacdayan), *California Management Review*, vol. 35 (Spring 1993), pp. 68-81.

"The Internationalization of Business: One Company's Experience," *The Academy of Management Executive*, vol. II, (February 1988), pp. 29-31, (also presented as address to the Academy of Management, August 9, 1987).

"An Empirical Comparison of Within-Subjects and Between-Subjects Expectancy Theory Models," (Co-authors C.W. Kennedy and J.A. Fossum), *Organizational Behavior and Human Performance*, vol. 32, (1983), pp. 124-143.

"Internal Control and the Foreign Corrupt Practices Act," (Co-authors A.G. Merten and D.G. Severance), *Sloan Management Review*, vol. 22, (Spring 1981), pp. 47-54.

"Corporate Codes of Conduct: A Survey of Current Practice," (Co-author: B. Ruth Montgomery), *California Management Review*, vol. XXIII, (Winter 1980), pp. 80-87.

"Internal Control: A Management View," (Co-author: R.K. Mautz), *Financial Executive*, vol. XLVII, (June 1979), pp. 12-18.

"Some Unintended Consequences of 'Top Down' Organization Development," (Co-author: V.J. Ramsey), *Human Resource Management*, vol. 17, (Summer 1978), pp. 7-14.

"The Criteria for Job Satisfaction: Is Interesting Work Most Important?" *Monthly Labor Review*, vol. 100, (May 1977), pp. 30-34.

"Innovations in Job Design: The Union Perspective," *Journal of Contemporary Business*, vol. 6, (Spring 1977), pp. 23-36.

"Union Response to the 'Humanization of Work'," *Human Resource Management*, vol. 14, (Fall 1975), pp. 2-9.

Book Chapters and Selections:

"Quality, Participation, and Competitiveness," (Co-authors: R.E. Cole, P. Bacdayan) in *The Death and Life of the American Quality Movement*, ed. R.E. Cole, New York: Oxford University Press, 1995, pp. 59-76.

"Accelerating Quality Improvement," in *Total Quality Performance*, Research Report No. 909, New York: The Conference Board, 1988, pp. 2-7.

Internal Control in U.S. Corporations, Vol. II. Internal Control and the Foreign Corrupt Practices Act: Observations and Interpretations., ed. R.K. Mautz, New York: Financial Executives Institute, 1980.

"Government-Business Problem Solving and the Foreign Corrupt Practices Act," (Co-authors: M.W. Maher and R.R. Reilly), pp. 301-306.

"Internal Control Practices: Formality, Informality, and Effectiveness," pp. 337-344.

"The Corporate Code of Conduct as a Mechanism of Internal Control," pp. 381-390.

"The Management of Internal Control Risk," (Co-authors: R.K. Mautz and M.W. Maher), pp. 391-404.

"Alternative Forms of Project Organization," in *Matrix Organization and Project Management*, ed. R.E. Hill and B.J. White, Ann Arbor: Division of Research, Graduate School of Business Administration, The University of Michigan, 1979, pp.189-199.

"Organization Structure, Coordination, and Job Design," in *Supervisory Management*, ed. M.G. Newport, St. Paul: West Publishing Co., 1976, pp. 97-112.

Books:

Internal Control in U.S. Corporations, Vol. I. Findings on the State of the Art, (Co-authors: R.K. Mautz, W.G. Kell, M.W. Maher, A.G. Merten, R.R. Reilly, D.G. Severance), New York: Financial Executives Institute, 1980.

Matrix Organizations and Project Management: Theory and Practice, (Co-editor: R.E. Hill), Ann Arbor: Division of Research, Graduate School of Business Administration, University of Michigan, 1979.

Cases in Organizations: Behavior, Structure, Process, (Co-editors: J.H. Stamm, L.W. Foster), Dallas: Business Publications, Inc., 1976.

Presentations, Conference Proceedings and Other Contributions:

"Pollution to Solution: Environmentalists and Business Join Forces," Peter Wege Speaker Series, Aquinas College, Grand Rapids, Michigan, April 2, 2002

"Courage and Community," Annual Honors Convocation, Hill Auditorium, University of Michigan, March 17, 2002.

"Lessons to Learn from Enron Bankruptcy," *Detroit Free Press*, February 22, 2002.

"U-M Needs to Focus on Future," *Ann Arbor News*, February 10, 2002.

"U-M's Push for Diversity Serves All, from Students to Businesses," *Detroit Free Press*, February 1, 2002.

"Lessons and Insights from Twenty Years of Leadership and Management," University of Michigan Interdisciplinary Committee on Organizational Studies, Seminar Series, Winter 2002.

"Winning Hearts and Minds with Education," (co-author: F. Brian Talbot), *Financial Times: Mastering Strategy, Part One*, September 27, 1999.

"Innovations for Leadership: The Michigan Business School in the 1990's," *Innovation and Continuing Success in Management Development*, Proceedings of the 1993 Global Management Development Forum, European Foundation for Management Development, 1993, pp. 18-20.

"Evolution and Issues of Adapting Total Quality to Institutional Culture," *Rise to the Challenge: Best Practices and Leadership*, Proceedings of Total Quality Forum, 1993.

"Starting to Integrate Total Quality into the Curriculum," (panel chair), *Forging Strategic Links with Higher Education*, Proceedings of the Total Quality Forum, 1991, pp. 26-36.

"Accelerating Quality Improvement: The Strategic Imperative," *From Vision to Reality: Creating Corporate Success*, Proceedings of the International Conference of The Planning Forum, 1989, pp. 201-212.

"Corruption Control," (Co-author: M.W. Maher), *Wall Street Journal*, August 25, 1980, p. 10.

"Corporate Codes of Conduct," (Co-author: B. R. Montgomery), Proceedings of the National Academy of Management, 1980, pp. 346-350.

"Organization Theory versus Organization Design," (seminar chair), Proceedings of the Midwest Academy of Management, 1980, pp. 458-459.

"Skill Development through 'Real World' Practica in the Management Curriculum," (seminar chair), Proceedings of the Midwest Academy of Management, 1979, pp. 438-443.

"Behavior Analysis and Organizational Development: A Critique and Revised Model," (Co-author: V.U. Gamboa), *HR: Magazine on Human Resources*, vol. 1 (February 1979), pp. 23-27.

"Does Bureaucracy Deserve Its Bad Reputation?" *Dividend*, vol. VIII, (Winter 1977), pp. 6-9.

"Organizational Policies and Members' Needs," Proceedings of the Midwest Academy of Management, 1976, pp. 65-77.

"Union Response to Job Redesign and Work Innovations: An Explanatory Proposition," Proceedings of the Midwest Academy of Management, 1975, pp. 141-152.

"Limitations on Rationality," *Dividend*, vol. IV, (Spring 1973), pp. 16-18.

GRANTS RECEIVED

Project Director, Alfred P. Sloan Foundation Grant, "Corporate Purposes and Accountabilities."
Participating Investigator: Professor Cindy Schipani. July 1, 1994 - June 30, 1996

Project Director, Alfred P. Sloan Foundation Grant., "Competitiveness and the Trucking Service Industry."
Participating Investigators: Professor Chelsea White (Engineering) and Professor Robert Haessler (Business). April 1, 1995 - September 30, 1998, renewed June 1998