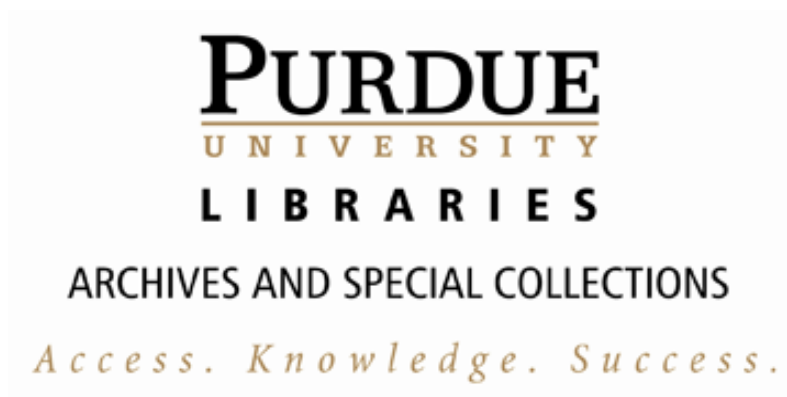


Gavriel Salvendy Interview

Conducted by Katherine Markee on September 2, 2008



The following interview was conducted with Gavriel Salvendy (GS) professor of Industrial Engineering and Chair Professor Head Department of Industrial Engineering in Tsinghua University in Beijing, the People's Republic of China for the Purdue University Oral History Program. It took place on Tuesday, September 2, 2008 in Stewart Center. The interviewer is Katherine Markee (KM), the Oral History Librarian.

KM: Welcome. Tell us a little bit about where you were born and your parents and siblings and early years.

GS: Oh thank you. I was born in Budapest, Hungary. My parents lived in the former Czechoslovakia in a small town called [inaudible] which was about two hours' drive from Budapest. So my mother went up to Budapest to deliver me in a big hospital rather than in a small town and then in 1949 my parents immigrated to Israel and I was educated in Israel until 1962.

KM: You went to grade school and high school there? Tell us a little bit about that.

GS: Yeah. I went to school there in Israel. I went to grade school and then I went to trade school in [inaudible] in trade school where we learned to do things such as soldering, welding, operating a lathe and doing the type of thing that skilled mechanics would do. And then....

KM: Where were you living in Israel? What city were you in?

GS: Oh, I was living in Haifa....Haifa, which is a poor city in Israel. At that time it was the third largest city. The largest one is Tel Aviv. The second largest is Jerusalem and Haifa was the third largest one. That time there was about 130,000 people.

Today it has about 350,000 people. And it has the most beautiful beach. And when I was in Israel, I was very active in sport. I had my Israeli record in weight lifting which lasted for seven years before they broke it again by somebody else. Also, I was active in shot-put in Track and Field and on the team in rowing. So I had a lot of sport activity. Then in 1962 my brother graduated in medicine from Vienna and I went out to join him to have a trip across Europe. And then my last stop was London, England and I fell in love with London and I stayed there. Initially worked. Actually, my first work I didn't speak English at all....very little. And I thought ironing meant...ironing, I didn't think ironing was ironing I thought it was to do with iron and I thought well something with sheet metal and I said Oh, I'm a tradesman I could do it. But when I arrived there they actually were looking for somebody to iron ties. And I got the job for nine pennies a dozen and I revolutionized ironing ties because I tell the system that I could iron ties simultaneously with two hands, which later on I realized was a good industrial engineering approach. I then got a job at the company called [inaudible] to get them become more efficient....and by the way, this company was a seed sorting company and they capitalized on optical....optical electrical method of sorting commodities...seeds, beans, that type of thing. And the job I was assigned there is to do work metals and metals study but I didn't like to do it because I didn't think that was very important and I wanted to do two other things. One, I got all the items part of the manufacture there and I got it up for outside bidding. Everything was before the manufacture from sheet metal. I got bidding in and we manufacture then everything for plastic molding and fiberglass and we cut the

5:00

cost of the material by 30%. And then I also decided that we need to produce machines to sort expensive commodities such as coffee beans and I did market research for it. And we then produced that product and subsequently there was a write up about my activity there-- I was a young kid...23-- in the London newspaper. And at that time I shared an apartment with a person who was a post-doctoral at Brunel College and his department had contacted him not knowing that he knew me, he asked him to contact me if he could get me to come in and talk to their MBA class. But I told him that A.) It's not good because I really don't have an MBA. I first would like to get an MBA and I also told him, now here's the shocker comes to you, I also told him that I never finished high school. I don't have a high school diploma and I don't have an undergraduate degree. So the department wanted to meet me and somehow he liked it and I told him that I needed to get in to do the MBA. He said, "But we cannot get you in because you don't have any of these things. You don't have undergrad degree; you don't have a high school diploma." So he said he would check it with the University and after about three weeks came back he said I could join it but I couldn't get an MBA. I could get a diploma. So I joined it and I got the diploma. I was very lucky. There were about 90 people and I ended up to be the number one ranked student in the class. So then he offered me to stay there to do some work.

KM: How long did it take you to get the diploma? Is that a one year?

GS: I worked full-time for the [inaudible]. One and a half years [inaudible]. And then I told him I'm really interested in the subject that you talk....people talk about

Agronomy. He said, "We don't do it, but I'm going to Liege, Belgium to meet with the head of the department from the University of Birmingham. I will talk to him." Anyhow, we submitted my resume there and they didn't want to get me but they were impressed at what I had done at that company and they gave me the opportunity to interview and they let me in to their master program in Birmingham. But I couldn't get my master degree. I could get only a diploma but I was doing again extremely well there. Again I was the number one. Colin Drury who was [inaudible] was number two. And then they offered me to get a master degree [inaudible]. So I got it and then when I was doing my master's degree, I wrote a proposal which the department had liked which was submitted to the British Labor....Department of Labor, was funded, and that was my PhD and then they made me a senior research fellow which means I got twice the money that other people got. And then I done my PhD there for one year but I realized I had to do many things so I, for example, went to the head of the department of Statistics because I wanted two students to work on a certain aspect of my dissertation to describe the characteristics of shift in histogram performance style. So the head of the department agreed and I supervised two students for my PhD from statistics and I also had two students from Industrial Engineering that I supervised. So I actually supervised four master students when I was doing my PhD. And then I finished my PhD.

KM: And what's the name of the school again?

GS: University of Birmingham.

KM: Thank you.

GS: Department of Engineering Production. And then I wanted to come to the United...oh, I got an offer in Birmingham but I didn't like it because it...the offer is determined on your age and I wanted the offer to be determined on my achievement. So I decided I wanted to go to America and I wrote every Industrial Engineering Department in America for a job.

KM: That was a lot of letters.

GS: Yeah, and there was no word processing each one separate at a time. And I got two offers at that time. I remember I got from Texas Lab Work and I got from Buffalo, New York and we went to Buffalo, New York in '68.

KM: Were you married by this time?

10:00 **GS:** Yeah. Married and had one kid of one year old. And then we stayed there for two and a half years. Until in '71, May during the IIE's annual conference, Professor Jim Baroni came to me and said, "Oh, we have an opening here. Would you like to come one year as a visitor"? I said, "No, I'm not really interested as a visitor." "Oh, would you be interested to come on a regular appointment?" Yeah, I said I'm very interested. So about a week later I got a phone call at that time from the head of the department, Ferdinand Leimkuhler, who invited me for an interview. I came down next week. I got an offer a week later and then I remember I was asking Professor Leimkuhler what is the level of support for my appointment? How many full professors support? How many....? He said all full professors

support. I said, "I'm coming." He said, "Don't you want to hear about the offer?" No, I said I'm coming. Anyhow, and then I came here in '71. And then I was here ever since. There were two interesting activities occurred. One was in 1982 the Japan Management Association made a special conference to celebrate their 40th Anniversary and they invited three people to give the keynote address. They invited the chairman of IBM Euro, the chairman of NEC Corporation, and me as a young kid. And when I came there after the meeting....

KM: Where was the meeting held?

GS: In Tokyo, Japan. The chairman of NEC Corporation invited me for lunch and indicated that he followed my research for a number of years and would be very interested to give me an NEC Professorship. I didn't know what to do and I called Professor Leimkuhler from Japan. I said, "It's a very unusual situation. The chairman wants to give me a chair professorship but it's usually given by the university. And he wants to establish the funding for it. What do I do?" So at that time Professor Leimkuhler talked to Dean John Hancock who was the Dean of Engineering and he said, "Go for it!" And then I got, subsequently, the details were worked out and I got the NEC Professorship initially for five years and it was renewed two times. I had it for 15 years until '99. So that's kind of was very interesting time period here. And Purdue really has been extremely good to me and to the faculty because enable us all to develop to our fullest potential without any restriction. And then I think it's pretty good. Some other universities you have boundaries and here we could get involved in anything we wanted. Of course,

there are some ironies. When I came here, I had an....in '71...I had an NIH funding which paid \$95,000 at that time.

KM: You brought that with you?

GS: Yeah and I remember at that time Professor Leinkuler, the head of the department, told me, "Don't talk about the money to anybody because nobody has that much money. There's only one faculty, a Professor Barrage who has a \$60,000 NSF funding and they would think it may not be good. So don't mention to anybody." Well, today it would be a different game. And then I remember in about 1975...'76, he came to me and he said because all me research was in healthcare....dentistry, surgery, and hyper activity, and he came to me and he said, "You know the professor [inaudible] really like you but they all conclude that what you do....healthcare...is not engineering. It's not industrial engineering and if you want to get promoted you really need to move into the mainstream manufacturing." Of course it's irony because today everybody likes to move into the healthcare and manufacturing is kind of "not with it" quite. And so I really have been blessed with very excellent colleagues at Purdue and students and now in 2008 with exactly 40 years after I started my academic career, I am retiring but I'm really moving in to other jobs. I'm continuing my chair professorship and headship at Tsinghua were I want to bring the department to the very top internationally. And I started a major new initiative as the chief scientist on major IT initiative in Europe. And I will continue editing the two scientific technical journals which I funded about 20 years ago.

15:00

KM: Let me ask you...do you want to make a couple comments on some of your research...certainly in the ergonomics...how that's changed...for our researchers? Would you like to share that?

GS: Yes, research is changing very drastically. An example...my early research was in psychomotor skills, manual skills in industry. I was concerned about selecting blue collar workers, training blue collar workers, and designing the work place for blue collar workers but when I came to the United States...to the faculty....I realized that I couldn't obtain funding in this area. There wasn't much interest and so then I said to myself, "What can I do, I have pretty good background in the manual skills area. Where could I use it?" And then the reason why I came in with dentistry and surgery because I thought I could transfer my basic knowledge from the manufacturing area of psychomotor skills to the healthcare area where it badly needed it. And, of course, as you went...as I went in, I realized that merely the performance by itself is not the key determining factor that motivation and stress are critical attributes and then my research led to it. How do we reach a situation where we have some level of stress because you need some level of stress in the workmen but where you stress is not too high and not too low just enough to motivate you. And so we develop criteria's for how you achieve it. And then subsequently about the last 20-25 years we realized that early 1980's that computers come to the workplace and start to dominate our lives and we realized in early 80's that people had difficulties using computers and others even such as VCR's and.....

KM: What difficulties did they experience?

GS: People...they couldn't use it so for example, if even 15 years ago if you give a VCR to an older person and ask them to program five different programs in five different channels on different days, they had not the foggiest idea how to do it so we had a lot of technology out which was very sophisticated...very good but people actually couldn't use it [inaudible] when it came out a number of people.... So then my [inaudible] how do we help the engineers to design IT systems that people actually can use easily by all segments of society...everybody. You don't have to be a nerd to use it but anybody could use...grandma, grandpa, people who are in humanities who have no aptitude to computers. And if you think now a lot of that has been accomplished by my students. A lot of things today we can do and fairly lament people who have no knowledge on computers, have no idea how computers work, at least they can go into the computer, surf the web, find some information there. There can send their e-mails to their grandchildren, their friends....

KM: Photographs?

GS: Photographs and you know and so that really has been our [inaudible] the last about 20 years and in order to help it excel, I started an international journal about 20 years ago and I started a conference about 25 years ago which is now the largest conference of its type in the world. We had the last two conferences each with 2,300 people and it's strictly on designing computing systems for ease of use. And that has been extremely successful.

20:00 **KM:** Right. Could you also address a little bit for the researchers...you wear two hats...also, the university in China? That's rather unique that you maintained and kept here.

GS: Yeah, not in China. Chinese government decided to establish a department with an international head. This was the first time since 1949 the establishment of People's Republic of China that the foreigner was invited. So it was a delegation of about a dozen people from China. They visited the major universities here, actually not here, but they went to...basically went to Michigan, Ann Arbor, went to Georgia Tech., went to Berkeley, Stanford, here, and they went to [inaudible] in Germany. And they came, after their visit, they came back to me and offered me the position of the head but they wanted me to take it as the head to give the money to me. Of course, I had a full-time appointment. Even though it was good money, \$100,000 U.S. dollars, but I couldn't take it. So the money they pay \$100,000 is actually paid in to Purdue IE account which I then use it for students and other types of activities. And the purpose there is not really to be just the head of the department, but we are a model for education and reform in China so what we do is being emulated in the other departments in Tsinghua and in China. For example, all our books are in English.

KM: All the students....are they bilingual...they speak Chinese?

GS: Yep, every book is in English and we actually...I sign an agreement with the major publishers.... Prentice, McGraw-Hill, Wiley, Taylor & Francis...whereby Tsinghua Press...Tsinghua Press is like [inaudible] people, they reprint the

English book in China and the publisher gets about \$1 per book or something like that. And I actually had to write....the first page is actually my writing on it so that it has to be embedded there they can't print it illegally. But that is kind of working quite well and usually the department there is moving extremely well. It started in 2001.

KM: Oh, that's when the department started?

GS: Yeah, I started in 2001 and in 2006...five years later, we had it evaluated by six members of the National Academy of Engineering in the U.S.A. came over and they ranked us in the top twenty worldwide so we were very pleased and we are moving further down the road. I think within the next three years, we'll be in the top ten. We have very strong support from the Center of Administration so anything we want to do always gets Okayed. I give you just an example. We are reaching nearly 1-25 faculty in the department so I realized that in order to really achieve my full potential there with the department, we needed 35 faculty. So I go to the president and I say we really need ten more. Not a problem. Do you need any document? No document. I said, "Oh, by the way, we also need so much money for the laboratory expenses." How much do you need? I said we need about four and a half million dollars. No problem. So the beauty is the fact that we get responses...yes...just on the support that I request. But I don't think there was anything unreasonable.

KM: Right, right.

GS: And you see in American University it would be impossible for a department head to get any [inaudible] faculty. And if they get, they would have to write a major report of justification and how each one would be used and why do you need it and so it's very rewarding there. It's very rewarding in terms of the impact. And we have a lot of them international top universities that partner with us.

KM: Right. Do some of the students that are there...have they come to Purdue?

GS: Yes.

KM: For graduate...?

GS: Actually, not for exchange. They came in to join the PhD program.

KM: So they came to do graduate work here?

GS: To do their graduate work. We had about a dozen people came over to do their graduate work.

KM: Right. The university is...what other departments do they have there? And what's the size of the school?

25:00 **GS:** Okay. The department...the university has 57 departments and it has about 23,000 people. It's very heavy on graduates. For example, it has 800 post doc's.

KM: Wow.

GS: It has 800 [inaudible] which is a very large number.

KM: Is it primarily engineering or are other disciplines?

GS: Engineering is the main....engineering and science related [inaudible]. So physics, chemistry, and mathematics but engineering is really where it shines and it's about.....you see, the interesting thing is they admit 2,500 undergraduates a year to the university. Now in order to be admitted similar to the SAT exam...it's a little different...you have to score in the 99.99 or higher to be considered for admission. So if you take the West Lafayette High School graduates about 150 so if you would have 70 graduate schools [inaudible] high schools equal to the West Lafayette High School, one of them would be admitted from 70. So from the state of Indiana I would say maybe to one...one would be admitted, maybe, one person. So the quality of the student admitted is unbelievable.

KM: Yeah, right.

GS: In fact, the person from MIT who's a very eminent professor, Tom Shenadore[?] he said the students swept me under the carpet at Tsinghua. There's nothing like it at MIT.

KM: Interesting.

GS: And about a month ago I was on a trip with the Provost. One of the jobs I have I am helping to improve the quality of research at national level [inaudible]. And in one of the sites I went with the Provost of Harvard University and he said, "You know, we don't have that quality of students at Harvard that you get at"

KM: Interesting.

GS: And he said, "Can we develop a relationship?" So now we are developing collaboration with Harvard. It's very incredible.

KM: Let's talk a little bit about some of the awards. One of the ones that you've got is that one from the U.S.S.R. That's kind of unique. The only recipient....

GS: Yeah. I think probably the most significant one, if I may talk about them all.

KM: Please do, yeah.

GS: I think the most significant ones are I would say three that are very, very unique. One is the National Academy of Engineering. The reason is because in 1990 I was the first and only person from the whole discipline of Human Factors and Ergonomic inducted to the academy and there are roughly speaking about 19,000 members. So that, I think, was very big in 1990. The second big one I think was when in 1995 the Chinese Academy of Sciences gave me an honorary doctorate because at that time they were in existence for 45 years in China and I was only the fourth person in their entire history getting it. So that I think was a very big one in 45 years.

KM: How did you find out about it? I usually try to ask that. Did they....?

GS: Oh, you see, I tell you, getting into the National Academy of Engineering I tell you...Professor Leimkuhler was at that time the head of the department. I get the regular letter from the president congratulating me that you have....

KM: President of the University?

GS: No, president of National Academy of Science and I [inaudible] you know everybody get this. Is this a joke? I said, "What's happening here?" He said, "Oh no, no, I have word there's a person, Jerry Noblin, Professor Jerry Noblin. He said, "I work with Jerry Noblin in [inaudible] in confidence I couldn't tell you about it. You have been....so I had not the foggiest idea about it. I knew nothing about it, nothing. The same occurred, I tell you, the same occurred actually with all three. The same occurred with the Chinese. I had no idea about it. And then I think that third one that I thought would be the most significant one was the John Fritz Medal. I got it two years ago. The reason why that is the most significant one, is the third one, because this is the highest award in all of engineering and no Purdue engineering faculty ever got it in the history of Purdue never a Purdue faculty ever got it and the people who got it before are so eminent that it's kind of embarrassing to be there. There's Arthur Nobel, Edison, I mean all them...

30:00

KM: Key people.

GS: The key people and you work up. Bechtel, I mean, all the big....so those three I would think are probably the most significant ones and unique. Even though the last one I'm very proud of because the last one is not so important. But I was nominated by Henry Yang. Henry Yang was the Dean of Engineering here...I don't know if you remember. He was in engineering for about ten years. [Inaudible] would know Henry Yang. Now he's a Chancellor of the University of California.

KM: At Santa Barbara?

GS: At Santa Barbara. And so I was very much touched, frankly, the award is not so great. It's okay, but you know. I was touched that he's a chancellor of the university, is nominating not one of his members from the university, nominating me from another university. I have nothing to give him. I have nothing to offer him, you know, and I was really touched even though the award is just an award.

KM: But it's behind it and how it came about?

GS: Yeah, it was....I had really when I got deal and I didn't know about it...nothing but Papoo[?] said, "Henry contacted you." Because I got this deal and I noticed that in the letter that comes with it said the originator was Henry Yang. I didn't want to call him up first of all so I went to Papoo[?] and said oh he said, "Henry contacted me and we provided the information [inaudible] and I to work to provide the information or it." So I was touched by it. Not because of his position, and you see if he had been the president of Purdue and he nominated me.....oh, by the way, when I got the Fritz Medal I got the biggest flower boutique from the Provost. It was the nicest writing.....

KM: Purdue Provost?

GS: Yeah, yeah.

KM: Would that have been Sally Mason?

GS: Sally Mason. I got a huge, I mean, huge....it was a very nice hand [inaudible] deal and very interesting when I got this new award I actually got a personal letter from the current president Cordova. I was actually very pleased about it.

KM: That's very nice.

GS: And it was a fairly deep [inaudible]. Somebody done a search on it because it wasn't just [inaudible] but it was, you know?

KM: They spent some time on the letter?

GS: Yeah, yeah, I mean, [inaudible]. It was nice. So all in all Purdue has been really pretty.....

KM: Right.

GS: Pretty good.

KM: I want to ask you; what is your new career aspiration after leaving Purdue University?

GS: Oh, yeah, well I still have five PhD students that I work with here but those I co-chair and I have eleven PhD students at Tsinghua that I'm co-chairing. But I'm planning to continue...I started two scientific technical journals. I plan to continue co-editing them. I have two book series which is very successful and I plan to do....one is in Industrial Engineering, the other one in Human Factors Science. I plan to continue doing that. I plan to continue doing the Tsinghua Headship for one and I took on the new initiative for their IT which is a major initiative and I'm currently involved with the U.S. National Laboratories. So I think I will be moving more to national and international contributions and then strictly localize it. I will move more and more out of the PhD supervision even though I'm still doing it and more to the global impact of science and technology in terms of the physical

location. It doesn't matter so much where I am because I communicate by phone, by e-mail, by fax. So I don't...I'm really not restricted where I am and for a moment we are here in Lafayette but I'm not sure in the long run. We are here for the winter and four months I'll spend in Michigan. I like the water. I swim there every morning. I row every morning and then it's back to my office then and do my work.

35:00

KM: That's nice. Do you have a favorite Purdue tradition in all the times you've been here....one comes to mind or an outstanding event?

GS: Oh, oh....the place I always take all my students and usually I take new faculty is the Pub for lunch. It's not really a drinking place but is just the setting of the....

KM: Right. Understand.

GS: It has been there since 1948.

KM: That's right, yes.

GS: So...but I don't otherwise...I used to have the tradition and I still have the tradition with the students who always get together beyond [inaudible] have some fun. But that I think will kind of change probably. I'm not a great footballer or basketball [inaudible]. Kathy, my wife, who does it so I'm just a strong supporter of Purdue an an academic institution of higher learning and I hope everyone can do [inaudible] that some of it will significantly benefit Purdue and I would like to see the IE School....I just talked to Professor [inaudible] I really think we need to be number one if we can't be number one we need to step aside and there is no

reason why we can't be number one if put our intellectual resources together we come in with strong collaboration. We put our feeling aside and concentrate on the good of science, technology and education and I think we can make the School of Industrial Engineering the undisputed number one.

KM: Right. Any closing comments or as you look back? Anything you'd like to say?

GS: It's an interesting one. I think probably the best closing is that the time at Purdue was one of the smartest moves I've done on the way. '71 I came to Purdue. I think it probably was the smartest move in 1970 I interviewed again they pulled me aside like [inaudible] to the University of Michigan in Ann Arbor. I was only one and a half years out and I said I might move parallel because there was no possibility to get....Oh, one item that has kind of stuck with me for a long time when I came here the dean was Dean Gosh. He was the Dean of Engineering and Professor Leimkuhler said when he gave the offer to me that the Dean of Engineering was extremely impressed with my publications. And so I was a naïve kid...I interpreted it to mean that he really was very interested in them and I thought he's basically my researcher. Said what an interesting for a young person to come here and work with the Dean's. I asked Professor Leimkuhler what is exactly his area. He said, "Oh no." He counted it and he looked the number and he looked where you published it. 'Cause he said that time I published many of them in IEEE Transactions which was the main journal.

KM: Right.

GS: And so then I really realized that administration seemed to be bean counters, more bean counters than quality counters and quality measures. I think [inaudible] very nice [inaudible]. And you know I also was blessed with a lot of outstanding colleagues. You see, to make a university great it is the quality of the colleagues both academically and [inaudible]. And the quality of the students both as human beings and as intellectual as well. I have been really blessed. I have been blessed. I have really the very best people if I had a chance to interact all the time and it was always something I looked....Some people have differences, but heck, you know. You put them aside. At least I put aside...if they cannot put aside, it's their problem but I just put aside any

KM: Move on.

GS: Move on and think what is good for this school because basically what is good for the school is good for you.

KM: That's right.

GS: Some people don't realize it but you are part of this school. So suddenly the quality of the school goes up because better students...I end up having better students....quality goes up...easier for people to get funding, you know, the whole thing....our reputation goes up.

KM: Right. Do you think the funding support as long as you've been here...has it changed? Has it gone...was there peaks and valleys?

GS: I think it's changed drastically and I think it will....it goes through....

KM: Cycles?

40:00

GS: Cycles like the tide. Narrow tide....wide tide...and middle tide. And if you keep it in your cupboard, you can use it...all of it. You see what happens is the last administration the emphasis has been on money and you see money is input. What I'm interested in is output. Because, you see, when people get a Nobel Prize...a Nobel Award...they do not judge how much money the Nobel Laureate had in doing his research. So I think we will move, I think, hopefully to a new cycle where the emphasis would be on the impact and output and if you can do the output with less money, it's great. If you couldn't do the output because you didn't get the money, ultimately its output. You know we had Herbert Brown, who was the only Nobel Laureate here. I don't think ever anybody asked Herbert how much money do you bring in. It was the impact of his work.

KM: The research.

GS: Yeah, and the person [inaudible] in biology I cannot remember now his name who developed the self-based laboratory. He had no money for impact but he became a stand out around the world.

KM: Sam Postlethwait?

GS: Postlethwait, yes, Sam Postlethwait, yeah, thank you. Good memory. The fellow had a major, major international impact.

KM: Sure did.

GS: My understanding is he had very nominal money in the development of it and so I think we will see that change where we measure in....it doesn't mean that money is not important.

KM: Right.

GS: Money is important if you need the money to make an impact. But if you are a mathematician and you need only a piece of paper, and you are so brilliant that you can germinate fellowship your student can get NSF Fellowship all NSF Fellows would want to come to work with you and they are all supported by Fellowship. You may not need any money.

KM: Right.

GS: And then it's okay because you are so eminent that they will be getting a....and I think that changed; I think may occur....maybe it will occur down the road. I'm 100% sure because just [inaudible] closing what I write a lot of references a year for faculty, 50-60 a year. And Stanford for example for years adopted this situation where the faculty goes up for promotion he or she must raise the dollar amount of total funding they have or had and if they haven't raised it, it is the responsibility of the Department Head to raise it before the resume goes to the other faculty and goes out for references. So the money cannot be a criteria for your promotion. This is Stanford.

KM: Sure, understand.

GS: So I think now money you could argue, if you don't have money maybe you don't get good raises but not relating to promotion. I think that's an interesting one. Any last questions you have?

KM: No and anything that you wanted to share or....in closing? Got things covered pretty much?

GS: I think we are....maybe the only thing I want to mention that before I came to Purdue when I was a doctoral student at the University....Birmingham University, Lillian Gilbreth came there for a conference in '67 and she wanted a strong man to look after her and I was assigned as her chaperone for two days to Lillian Gilbreth. And I didn't really understand it at the time the value and impact of her.

KM: You didn't know who she was?

GS: Oh, I knew who she was but I didn't quite know how, you know.

KM: Right. Down the road....

GS: Yeah, yeah and so that conference has been and, of course, subsequently her daughter came here and I had a....

KM: You met her....Ernestine?

GS: Ernestine. I think she...

KM: She has passed away.

GS: Passed away because she would have been 90...over 90 by now.

KM: Yeah, right.

GS: Oh, she passed away?

KM: She passed away about a year and a half ago or so.

GS: Oh. By the way once this is over I have a question not relating to this.

KM: Okay. I'll turn it off in a minute but in closing I do want to say that the School of Industrial Engineering had a Symposium retirement banquet for you and it was an occasion to celebrate Professor Salvendy's accomplishments and take stock in the field in which he has held an enormous impact. And I want to thank you very much for this opportunity to interview you.

GS: Thank you.

KM: Thank you.

End of Interview

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