

Oral History Questions for Dr. Raymond P. Lutz submitted by Ty Lovelady, University Archivist for The University of Texas at Dallas

Dr. Raymond P. Lutz is a Professor Emeritus of Operations Management at the University of Texas at Dallas, who worked for the University from 1973 – 2000. Other positions he held through the years at UT Dallas included Head of the Graduate Program in Management Science, Dean of the School of Management, and Executive Dean of Graduate Studies and Research. He graciously chose to answer a few questions for the UT Dallas University Archives in January 2015.

1. Please let us know a little bit about your upbringing. For example, where were you born and where did you grow up? What did your parents do for a living? What was your childhood like? Any kind of background information along these lines would be great.

I was born in Oak Park, Illinois in 1935 and lived there through my sophomore year in high school in 1951. I worked delivering the *Chicago Tribune* for six years and became an Eagle Scout at Philmont Scout Ranch in 1951.

My father was raised in Western Kentucky and earned a BS and MS in Chemistry from Purdue University. My mother was from East Texas and received a BA and MA from East Texas State Teachers College (now Texas A&M University-Commerce). She taught in the lower Rio Grande Valley prior to her marriage. They then moved to Chicago where my father was a Technical Manager at Western Electric (AT&T). He was transferred to Greensboro, North Carolina in 1951 to manage their new plant. My father transferred to Albuquerque, New Mexico in 1954 to become Vice President at Sandia Corporation.

I finished my last two years at Greensboro Senior High School, where I participated in football and wrestling.

I had a sister (1932-1995) who earned a BA and MA from the University of Michigan and a PhD from the University of Delaware. I also have a brother (1944-) who has BS and JD from the University of Texas and served as a United States Attorney for New Mexico for 11 years.

2. What led you to attending the University of New Mexico? What were your experiences like there? What led you to getting an MBA after receiving a BS in Mechanical Engineering?

I started college at Purdue University, but West Lafayette, Indiana wasn't me. I visited my parents in Albuquerque and visited the University of New Mexico (UNM). I found the Engineering faculty to be outstanding (ties to Sandia and Los Alamos) and the classes were small and challenging. I then enrolled at UNM while my parents left for New Jersey, where my father set up an applied science lab for AT&T as an applied science installation to complement Bell Labs. I majored in Mechanical Engineering because of my interest in designing mechanical systems. I was active in student affairs and supported myself comfortably as a folk singer. After graduation, my wife, a UNM graduate in English and Music, and I were married. She taught in the Albuquerque Public Schools and I accepted a position at UNM teaching in the Mechanical Engineering Labs and working on research sponsored by Los Alamos. While working at UNM, I earned an MBA to better understand the managing and financing of technical research.

3. What led you to getting a PhD in Industrial Engineering from Iowa State University? What were your experiences like there?

The combination of business and engineering led me to learn more about engineering economics. Two universities had strong programs in that area, Iowa State and Stanford. Iowa State had a superior financial package, and my wife was asked to teach at Ames High School. A major strength of Iowa State was their outstanding Statistics Department. The Statistics faculty was invaluable in helping me understand the development of mathematical models with appropriate data. During the summers, I worked in the Atomic Weapons business at Sandia Corporation while Nancy completed a Masters in English Literature at UNM.

4. What were the circumstances that led you to joining the faculty at New Mexico State University and what were your experiences there? What were the circumstances behind you leaving there for the University of Oklahoma?

New Mexico State University (NMSU) wished to begin an Industrial Engineering program through the Mechanical Engineering Department. Being quite fond of New Mexico, and thinking that my background would be a good fit, I accepted the challenge to initiate an IE program, not realizing that funding would not be forthcoming. I was able to raise funds to hire several appropriate faculty members and received a major research grant from the National Science Foundation (NSF). The Dean was not supportive of faculty research, so I left for a position at the University of Oklahoma (OU), taking my multi-million dollar grant with me. Nancy had become quite interested in a unique, federally funded doctoral program in Reading

being established at NMSU. She stayed on at NMSU for a year to complete her Doctorate while I was in Norman at OU. She said she knew that I would not desert her because she kept the Porsche in Las Cruces!

5. What were your experiences like at the University of Oklahoma?

I enjoyed my time at the University of Oklahoma. I was able to complete my NSF research, which contributed to earning the rank of Fellow from the American Association for the Advancement of Science and the Institute of Industrial Engineering. I participated in a variety of interdisciplinary activities, such as obtaining Federal funds to start a doctoral program in Library Management and working with an interdisciplinary team to develop and implement a Court-ordered plan for the desegregation of the secondary schools in Oklahoma City. This plan was approved and I supervised the development of a coordinated system of Master Specialty Schools. This required the development of mathematical models for class scheduling and bus routing, later adapted commercially by IBM. I also consulted with the Navy to coordinate the manufacturing systems at 19 shipyards in developing the "600 ship Navy". I was sent to the Navy War College for a summer as an orientation, which was quite valuable. I was also asked by the Department of Transportation to work with police departments across the country on improving the enforcement of "drunk driving" laws and the development of appropriate improvement in the appropriate laws and their enforcement.

6. What were the circumstances that led you to UT Dallas?

After my father died, my mother returned to her family in East Texas. Through visits, we had the opportunity to visit Dallas frequently. I admired the development of the technology businesses in Dallas, led by Texas Instruments, and felt that the potential for a new university in Dallas was tremendous. One of my doctoral students, Gene Payne, had been hired by Bryce Jordan to assist in developing UTD. He urged me to consider leaving OU and joining UTD. Given the technical excellence of the existing research operation in the Southwest Center for Advanced Studies (SCAS) and the potential of Dallas as a city, it seemed like a wonderful opportunity. Bryce also wanted to involve Nancy in helping to develop the Human Development, Education and Speech programs, and the Study Skills Center.

7. What were the challenges of starting a new program in Management Science?

A significant challenge to starting a program at UTD beyond the scope of the existing SCAS programs was altering the existing entrenched culture and the uncertain paths to be taken in the future organizational structure. Originally, the academic and faculty organization was to differ

from the traditional university structure, following a variation of the U.C. Santa Cruz College model, rather than that of traditional schools and departments. This was never effectively implemented. When UTD opened, the Management Science program had a framework of objectives, with approximately half of the necessary courses listed in the first catalog. Four part-time students were enrolled the first semester, taught by myself and part-time lecturers. In order to have a feasible academic program, it was necessary to complete the necessary course descriptions to earn a degree, hire faculty, and recruit sufficient qualified students to justify offering the courses. To gain approval for hiring a faculty member, approval had to be gained through the UTD Committee on Qualifications, composed of senior SCAS scientists. Their perceptions of appropriate faculty were based on a science faculty model and precluded the approval of traditional School of Business faculty in areas such as Accounting, Marketing, etc. I was able to obtain three assistant professors, one each in Operations Research, Information Technology, and Finance, supplemented by part-time faculty. The lecturers were from local businesses and industries and were excellent. I also inherited an International Management program (totally undefined) consisting of a distinguished Japanese expert, Howard van Zandt, and a young Maoist assistant professor. We were housed in the hall of the Founders Building Annex. President Jordan also thought we should begin an Educational Administration program. It was not possible to receive approval for potential faculty for this program and it was dropped. The human start-up cost was high. I developed proposals and wrote the "30 Question" document to offer doctoral programs in Management Science and International Management and got them approved by the Coordinating Board in Austin. The State funding at the time was so much higher for doctoral work that establishing such classes was a financial necessity. Also, doctoral programs were important for a graduate university.

8. What were the circumstances that led you to become the first Dean of the School of Management in 1975?

The School of Management was approved through the urging of its advisory board and the excellent political work of President Jordan. A search committee was established to find a Dean for the new School and I was selected.

9. What were the circumstances surrounding the admittance of junior and senior undergraduate students to UT Dallas in 1975?

The next phase of UTD was to expand into upper level undergraduate education. It was a necessity to diminish the power of the Committee on Qualifications. In order to obtain adequate qualified faculty in existing and proposed programs, Provost Alex Clark did an amazing job of recruiting the necessary qualified faculty for the new programs, also allowing us to expand the Management faculty.

By 1975 the initial phase of building construction had been completed and the leadership of Provost Alex Clark provided an environment to enable us to add additional faculty, although there was still a necessity to have a heavy balance of non-tenured individuals. We developed the necessary courses and had the majority of the UTD students. It was an exciting time. The transfer students from the community colleges and other institutions were of high quality. As with any new operation, there were exciting challenges, but it was worthwhile.

10. What were the circumstances that led you to become Executive Dean of Graduate Studies and Research in 1979? How long did you serve in this position and what were your experiences like?

I had always had a strong interest in research and Graduate studies, and felt that the University could profit both financially and educationally by building upon the SCAS tradition of excellence and expanding our efforts in all academic areas. I also felt that it was time to have new leadership in the School of Management, for I had been Dean for some time. My final year saw the *U.S. News and World Report* rate the School of Management as one of the top 15 “new wave” Business Schools in the country. Consequently, I was honored when Provost Clark asked me if I would assume the new responsibility, which I held until 1991. I led the development of the graduate programs at UTD from an enrollment of 150 to 3500 students. Doctoral degrees per year increased from two to over 50. I allocated and monitored the \$3.8 million spent annually on graduate student support. The volume of externally funded contracts and grants tripled to \$12 million. The cost of servicing these activities was reduced by two-thirds with no significant loss in service quality.

11. What was your involvement with the establishment and development of the School of Engineering at UT Dallas?

Given the environment and support of the high-tech industries around the University, it was imperative to initiate a School of Engineering. I wrote the proposal and “30 Questions” to gain approval for the School and its degrees. I presented this to the Coordinating Board in Austin. It was approved. I served on the School’s Advisory Board through the tenure of the first Dean, Blake Cherrington.

12. What were the challenges of having freshmen first come to the campus?

As the Dean of Graduate Studies and Research, I had minimum contact with the development and implementation of the program for freshmen and sophomores. However, I did assist in faculty recruiting and other planning activities.

13. Could you talk a little about your service on any university committees you may have been on over the years?

I was on a number of committees and chaired a number, but I really don't recall the explicit details. However, I was active in building community liaisons. The organizations I was involved with included:

Amigos Bibliographic Council (Library Automation): Board of Directors, Treasurer

Dallas Urban League Task Force on Urban Development

Southwest Legal Foundation Law Enforcement Institute, Chairman of the Board

United Cerebral Palsy of Dallas, Board of Directors, President, Treasurer

Presbyterian Hospital of Dallas, Human Research Committee (14 years)

City of Dallas Committee on Economic Development

Handicapped Housing of Dallas, President

Established the Sigma Xi (Scientific Society) UTD Chapter (Served on National Board)

Council of Southern Graduate Schools Executive Council, Chair of Budget Committee

Chaired six dissertations at UTD (Diane McNulty was one)

14. When did you retire from the university? Do you have any current involvement in UT Dallas activities?

I retired from UTD and returned to New Mexico in 2000. I did return to UTD to teach a course a year in the Executive MBA program for the next three years. I still maintain contact with Austin Cunningham (Dean of Graduate Studies) and Rainer Schulte (Professor of Arts and Humanities).

15. Is there anything else you would like to add?

Here in Santa Fe I have been active on the Board of the Santa Fe Opera (SFO) for 25 years (I was also on the Dallas Opera Board). Nancy and I started and maintained the program to support SFO Apprentices which brings in over \$250,000 per year and has established twenty \$250,000 endowments. Not big for Dallas, but important here. We enjoy music and try to support it through other organizations in the community.