

KENNESAW STATE UNIVERSITY ORAL HISTORY PROJECT

INTERVIEW WITH JOSEPH H. ASTRACHAN

CONDUCTED BY THOMAS A. SCOTT AND DEDE YOW

EDITED AND INDEXED BY SUSAN F. BATUNGBACAL

for the

KSU ORAL HISTORY SERIES, NO. 45

Monday, 10 April 2006

Kennesaw State University Oral History Project  
KSU Oral History Series, No. 45  
Interview with Joseph H. Astrachan  
Conducted by Thomas A. Scott and Dede Yow  
Edited and Indexed by Susan F. Batungbacal  
Monday, 10 April 2006  
Location: Dr. Astrachan's office, A.L. Burruss Building

TS: Joe, why don't we begin by asking you when and where you were born?

JA: I was born in Beaufort, South Carolina in 1961.

TS: Why don't you talk a little bit about your educational background? Did you stay in Beaufort and go to school there?

JA: My father was in the Navy, and he was stationed at Parris Island. So by the time I was one-year old, he was offered a position at Yale University in the School of Medicine; so he moved the family up there.

TS: He was a physician in the Navy?

JA: Correct. He became a professor at Yale. He later told me that probably the only thing that could have persuaded him to leave the Navy was a position at Yale!

TS: Had he gone to school at Yale?

JA: No, he hadn't. He had gone to some small schools in upstate New York, Alfred College [Alfred University, Alfred New York] and Albany Medical School [Albany Medical College, Albany, New York].

TS: What is his name?

JA: Boris [M.] Astrachan. He passed away a few years ago.

TS: So you actually grew up right next to the campus of Yale University.

JA: That is correct.

TS: So when you went to school you didn't go far from home.

JA: I did not. In fact, I started taking courses at Yale when I was a junior in high school.

DY: What were your interests then?

JA: I had varied interests. I took economics and Chinese, and I didn't visit my high school library at all. I spent all my time in Yale's libraries.

TS: Did you go to a public high school?

JA: I went to a public high school until ninth grade and in ninth grade, mid-year, I went to my father and said, "I'm not learning anything; take me out and get me to a place where I can learn something." He didn't believe me, but I persisted and finally he sent me to a private school. From there, [I] did fairly well there and graduated first, left there and went to Yale.

TS: And stayed at Yale all the way through.

JA: Stayed at Yale for all my degrees.

TS: What was your undergraduate major? I believe it was a B.A. that you got at Yale.

JA: I did something very few people do, which is, there is a loophole, or very small "fine print," at Yale where you are allowed to take and make your own degree. And I made up my own degree, which was something you do by selecting appropriate, graduate and undergraduate, and then going to the faculty who teach those courses to get their permission, getting an advisor to sign off on the courses and other requirements that you set up, and then petitioning the faculty and the deans to allow you to have that degree. So, I can say I am the only one to graduate Yale University with a B.A. in Organizational Social Psychology.

DY: Interesting, so social sciences, business? Did you do some language along the way, too?

JA: Yes.

TS: Any mentors on the undergraduate level that stand out—anybody in particular that helped guide you along the way?

JA: Probably the biggest at that time, and he's still around, he later moved to Rutgers [The State University of New Jersey], is a fellow by the name of Clayton [P.] Alderfer. He was a student of Chris [Christopher] Argyris. Chris is still a fairly well known name; he's now at Harvard. He helped start the NTL, National Training Labs [National Training Laboratories Institute, Alexandria, Virginia] movement. He was one of those guys.

DY: What was that acronym you gave us?

JA: NTL is National Training Laboratories, and they are one of these retreat-type activities that are fairly big. Chris's latest stuff was something called second-loop learning, which a lot of people got very involved with and understood.

- TS: “Second-loop,” what does that mean?
- JA: Second-order learning. You can learn how to do things, and then you can learn how to more ingrain it and think about it in an appropriate way.
- TS: So, on the undergraduate level then you pretty much did what you wanted to do getting through, and then you went on to graduate school to get what kind of an M.A., then?
- JA: Well, the M.A. would have been—Yale’s a funny place—but technically, it’s a step toward the doctorate; technically it’s not in anything. It’s just an M.A. from the graduate school.
- TS: I notice you had two M.A.’s from there?
- JA: M.A. in Philosophy, and a Master of Philosophy.
- TS: What’s the difference between those two?
- JA: At some of the schools, Yale included, because earning a doctorate is so difficult, they decide to give you a degree when you qualify to get a doctorate [complete every requirement but the dissertation]. So then if you decide that you can’t hack it and not continue, you’ll still have some kind of extra degree. So they call it a Master of Philosophy.
- TS: So the M.A. is just a step toward the doctorate—you enrolled in a doctoral program out of undergraduate, and they just gave you a couple of degrees along the way.
- JA: Along the way, correct. Proudly displayed on my wall [laughter].
- TS: What is your Ph.D. in?
- JA: Again, the department that I was part of was Organizational Behavior, so that’s, I guess, what it would be in. I did take a very eclectic mix of classes while at Yale, and did everything from econ [economics] and finance to the psychology of group and team dynamics, and family psychology. You name it, I probably took a course in it, and I may have taught it. I taught statistics while I was up there.
- TS: Did you ever have any inkling to go to medical school?
- JA: The first two years as an undergrad, I did, and then decided medicine was not for me. One of the things—you’re talking ’79, ’80, ’81, so the [Federal Reserve Board Chairman Paul] Volcker deep recession, DRG’s [Diagnosis Related Groups] were coming along, HMO’s [Health Maintenance Organizations] were just starting. In my college the equivalent of the R.A. [research assistant] was a guy by the name of David [A.] Jones,

and David is now the chairman of Humana [Inc.]. His father started it, and so he and I and many others had talked about what was going on in healthcare.

DY: Family business?

JA: Family business. I knew that being a doctor was probably not a wise career choice, unless you were going to go into some sub-specialty where people had a lot of money and would pay you a lot or where research could have a profound impact. I had always liked business and psychology. I took a bunch of courses in it as an undergraduate. Even as a grad student I used to get the comment, “You really should go into finance,” and my response was, “Yeah, I know, I’m good at it, it’s easy. I don’t want to do what’s easy; psychology and leadership and human behavior is hard.” That’s the challenge; that’s where I’m going to go, and family being the hardest; I’m going to go attack that one [laughter].

TS: What was your dissertation on?

JA: My dissertation was on separation anxiety. It was called “Group and Individual Responses to Separation Anxiety Evoked by a Mergers and Acquisitions Simulation.” [A paper based on the dissertation] won the McGregor Award [Journal of Applied Behavioral Science, NTL Institute] for one of the best papers of the ’90s. The title of the paper is “Organizational Departures: The Impact of Separation Anxiety as Studied in a Mergers and Acquisitions Simulation.”

TS: What did you conclude?

JA: It was an experimental design, and I concluded that people’s reactions to what happens when they know that a separation is about to occur, and has not yet occurred, depends greatly on the ratio of people staying and leaving. If you’re in the minority and you’re leaving you basically get depressed and withdrawn; if you’re in the majority and you’re leaving, you basically pretend it’s not happening and try and pretend that you can figure out a way of staying.

DY: Denial.

JA: Yes, denial, exactly. Those are the precise words. And if you are relatively equal, say around two-thirds—two-thirds on either side—then you fight and you get very hostile, and that was basically what I found. Then it led to some other speculations about how we deal with separations. There’s some evidence that we deal with them also by the way that we dealt with them in childhood, and if those initial patterns are formed because of those percentages of staying and leaving it impacts your initial impulses regarding separation later on. So, you find that military families have different ways of dealing with separation than families that have been in a town for three generations, and all those sorts of things.

DY: Interesting.

JA: It was very interesting. At the time, family business was not a field, so I was discouraged from doing a dissertation on anything to do with family business, although I had already published a couple of family business academic papers by that point.

DY: This was '89?

JA: That's when I finished the degree, correct.

DY: When did family business become a more viable, scholarly field?

JA: *The Family Business Review*, which is an academic journal that I edit now and have been since '95, was first published in '88. The first academic papers in family business appeared in '83 in a special issue of a journal called *Organizational Dynamics* [American Management Association, Washington, D.C.]. The first family business paper that you could call "real," but was not research, was '65. I think it was in *Harvard Business Review* by a guy named Donnelley [R. G. Donnelley, "The Family Business," *Harvard Business Review*, 42 (1964): 93-105.]. And then there were three or four other papers until '83, and then a handful from '83 to '88, and then '88 started the progression, and it's been exponential. The field has been exponential.

TS: Why is that so, do you think, that family business would be so late in emerging as a discipline?

JA: I think there are a lot of reasons. A new one—somebody was telling me about just a couple of weeks ago. He was listening to an educational series on tapes—a CEO of a well-respected hotel group in town. He said, "The schools originally got started first to train ministers, and that is in the United States anyway. 'We need to replicate our own, how do we do that, we have a school, and this helps us out.'"

TS: Yale actually, because Harvard [University] had gotten too liberal.

JA: That is correct. They decided to become a little more extreme in the other direction. I can tell you all kinds of stories about the history there.

TS: William F. Buckley wrote about it too, years and years ago. *God and Man at Yale* I believe was the title. [William F. Buckley, *God & Man at Yale: The Superstitions of Academic Freedom* (Washington, D.C.: Henry Regnery Company, 1959), Paperback: (Washington, D.C.: Regnery Publishing, Inc., 1977)].

JA: The reason why Yale's logo has Hebrew in it was because Davenport [Rev. John Davenport, founder of New Haven, Connecticut] said something like, "How can you expect to be able to converse with the Lord in truth if you don't know his language?" So that's how serious they were about it [laughter].

TS: But you were talking about why the professional study of family businesses was so slow in emerging.

JA: In the second wave of education, business leaders funded business schools: Vanderbilt [University, Nashville, Tennessee]; Carnegie Mellon [University, Pittsburgh, Pennsylvania]; Stanford [Graduate School of Business, Stanford, California], [and] to a large extent some of the other schools, to train their management.

TS: So this is like late nineteenth century?

JA: Right, and more the early twentieth. And you really didn't have anybody interested in training their children to take over businesses, or training people to understand what was going on inside a business from a family perspective. Then you had economists not looking at those variables either. As you get towards the '80s you start behavioral economics. Gary [S.] Becker does a Nobel Prize winning treatise on the economics of the family [Gary S. Becker, *The Economic Way of Looking at Life* (Chicago: University of Chicago, 1992)]. You have then the confluence of the post-World War II generation that started a bunch of businesses, fought in the wars, couldn't work for anybody else because everybody else who they would work for were seen as lesser competence in terms of getting things done, I surmise, or something along those lines. And those people came back and started businesses, and in the '80s, '90s, and now are turning eighty or ninety and can't run their businesses any more. So, you had all these things overlapping at once, and family business grew from a profound need, you'd commonly hear, "Oh, look at this; here's something we need to deal with."

DY: I can see why they stayed away from family; family is messy.

JA: Yes. Family is very messy; there was no science of it. Really, family therapy, as a field is very young, early '70s was when it started, and that wasn't even that great.

DY: So your interest was—that was serendipitous, was it not—that you were so interested in the social sciences and organizational behavior and all of that coming together?

JA: Yes, there was some serendipity.

DY: It will work for you.

JA: It did work for me. There was a family business in my family, which is the largest one of them there on the wall [points to montage of stock certificates]. It went bankrupt in 1981, but it was a major international shipping company. I had a great uncle [technically a great cousin] who had claimed to have invented container shipping, and it was pretty good—responding to your facial expression. My father's father died when he was sixteen, and his mother died when he was eighteen. His uncles, who were wealthy and had these businesses, wanted to take care of him; and he wanted to have nothing to do

- with it because that came with lots of strings attached. His mother was one of thirteen; and his father was one of thirteen; so it was not like we didn't have a giant family. He decided "No, I'm going to go to medical school and get this paid for by the military; I'm not going to have anything to do with my uncles." But still it was a pervasive part of our lives.
- DY: It skipped a generation then.
- JA: It skipped a generation. Well, in '81 that company went under so I couldn't go work for it.
- DY: Did you want to?
- JA: There was a big piece of me that would have liked that opportunity. I still have enough arrogance to believe I could do something like that.
- DY: Well, you're clearly an academic though.
- JA: Yes, I am clearly an academic.
- TS: That's your family background too, so I guess you were just accustomed to faculty members being in and out of the house and meeting them at parties and things of that sort.
- JA: Probably, the first paper I published wasn't until college, but I had done stuff in other areas, and I had worked in a rat lab when I was fourteen, fifteen years old; I had worked in a psychiatric hospital as a teenager and then in college, so it was a part of what I was doing.
- TS: Who were your mentors as you were finishing graduate school and writing your dissertation? Who are the people that inspire you, I guess, to go in this direction?
- JA: Well, Clay Alderfer was still at Yale, so he was the chair of my dissertation committee; also on my committee was a guy named Ivan Lansberg and Ivan had come to Yale, this was 1983. He had just graduated from Columbia University, and he was part of this group that was starting the family business movement. And he and I got along well, and he said, "You seem to understand this stuff; come study with me." And I said "Sure, that seems interesting."
- DY: What was his background, academically, in terms of discipline?
- JA: He had studied more in the psychological sciences; he had studied with a well-known fairness and justice guru, Morton Deutsch, and had done stuff on distributive and procedural justice in family business at Columbia and then joined Yale.



- TS: So, he was one of the big names in the development of family business?
- JA: In the field, he was the first editor of *The Family Business Review* [Family Firm Institute, Inc., Boston, Massachusetts].
- TS: I see. So Yale plays a central role in developing this concept of family business, would you say?
- JA: Yes, and a couple at Harvard, but I would say that there were a people at MIT [Massachusetts Institute of Technology] who really had vision. The two people who were really behind it were a husband and wife, and depending on who you talk to they'd say the husband, or the wife. But Dick Beckhard, Richard, really was behind it and had a group of acolytes, if you will, including businesses that he had consulted with—business leaders, their children, and some academics. And he got them together in his apartment in New York City, and they hatched the idea for a professional association, a journal, conferences, and all the rest. He kind of was the grandfather of it and got it started.
- TS: You got through—'89 was your doctorate and it was '92, I believe, before you came here? What happens in those three years in the interim?
- JA: Well, I'm recruited every year at Kennesaw for those three years, that's for sure.
- TS: Craig [E. Aronoff] came here in 1983. So he was trying to recruit you down here?
- JA: Yes. In '89 I met him on a bus in Sacramento. At that point *The Family Business Review* was being published, and I was the interview editor. So I was charged with getting an interview each issue. And Lansberg said, "There's this guy, Craig Aronoff, and you've got to meet him and interview him; he started an academic program out of nothing; do the interview." So I did the interview, which was really a fine piece and was used to help many academic programs start their family business programs. Craig said, "We need somebody like you," and he started to recruit me. In '89, he had me down here, and then in '91, I think, he had me down here again, and then I finally said yes.
- TS: What are you doing those years?
- JA: I'm getting to it.
- TS: Oh, sorry [laughter].
- JA: Besides being recruited, I started by doing some consulting on my own. There was a guy who graduated from Harvard, John Davis, who was starting an academic program—he was going to do his own in-house thing, buy a monastery in Santa Barbara, and have a school for family business—who was recruiting me. We couldn't get together on a deal there either. And then an old buddy of mine, or a boss of mine, however you want to say it, who I had worked for as an administrator in a psychiatric hospital, called and he said,

“This family business stuff might come in handy for us, so why don’t you come up here and help us start some kind of family business program as a way of making contacts with the business community?” So I went to work for, I think, the oldest private psychiatric hospital in the country, which was since sold. It got started sometime in the 1700s as the retreat for the insane, is what it was called when it started.

DY: Euphemistic.

JA: Euphemistic. In its hey-day, it used to have a fleet of either Rolls-Royces or Bentleys or something that drove its patients around town.

DY: What’s the name, did you say?

JA: Before it was sold it was called the Institute of Living. It had many names: The Hartford Retreat for the Insane.

DY: Is that where it was located, in Hartford?

JA: Yes, Hartford, Connecticut.

TS: What exactly did you do for them?

JA: I started something called the New England Family Business Forum. And we held quarterly business meetings and met with business leaders and had speakers and Craig was one of the speakers we had. We did a newsletter. I continued to do some academic writing, but it was not really an academic situation.

DY: Did you enjoy that or did you miss it?

JA: I enjoyed it and missed the more academic environment. It was not something that I could do for the long-term. I had a bunch of academic offers, but none of them presented themselves in a way that it made it apparent to me they understood what family business was all about. It was, “You will teach this, we need a teacher, we need a body.” I said, “I want to do family business; this is where I think the future is.” “Well, yes, in your spare time.” “Well, then I’m not going to work for you.” I have the luxury of not being able, you know. . . .

TS: What were they trying to recruit you to teach?

JA: Management, leadership, organizational behavior, just typical, this is what business schools do; this is what we need.

TS: Yes, and you didn’t want to go anywhere, even though you enjoyed those courses I imagine, you didn’t want to go anywhere where they didn’t really understand what you were all about.

- JA: Right. The places that I had conversations with that include Boston College, Temple [University], you know, not second rate schools.
- TS: So what brings you to Kennesaw? Why did you come here in '92, finally?
- JA: Well, a large part of it was Tim Mescon [Timothy S. Mescon], and Craig Aronoff put together a deal that I couldn't say no to and the biggest part of that was the freedom to pursue family business.
- TS: Tim's coming in about that time too, isn't he?
- JA: About a year before.
- TS: So when Craig first started recruiting you, I guess Harry [J.] Lasher was probably the dean at that time.
- JA: That's correct, and Craig's office was in the trailers. You know, I came to Kennesaw in '89 and Craig's office and the business school were in trailers.
- TS: Right where our new Social Science building is going now.
- JA: Correct. You just had to wipe the mud off your shoes to get in the building. The classrooms were either cold or hot, depending on what was going on; the smells and the scenery were beautiful, but it was still dirt roads up here and forests.
- DY: You were clearly used to a very urban environment, at least at . . . .
- JA: I wasn't afraid of rural. I didn't want to be teaching in a temporary shack, basically.
- TS: Sure. And this building opened in '91, the Burruss Building.
- JA: Right. So here's this, "We'll give you a position, less teaching"—money was not a driver nor the reason for me to come down here—"and a brand new building, and lots of opportunity;" and Craig had some deep contacts which facilitated the research. We had already been involved in a couple of research projects together.
- TS: Several of the people that we've interviewed have referred to the scholarship track and what Tim Mescon put in place here, as something that pulled him here. Was the scholarship track in place in '92 when you came here?
- JA: It was for me; I don't recall if it was really there or not. I think what Tim decided was we need some potential brand names, so we can create a reputation for this school which will draw students in, draw on referral sources to send students here. And if our teachers are good enough quality, then we'll make it all work. It's a very reasonable strategy. I think

the Family Business Center here, or Family Enterprise Center as it was officially known at that point, fits into that mold.

TS: Right. So I guess the picture that you're painting is that coming from Yale, to go to a trailer, sounds almost like going to a high school, and you weren't about to do that. But why don't you put in your own words, how you would describe the intellectual life at Kennesaw, generally, when you came here in '92. You're coming into kind of a privileged position, I guess, in a sense. How would you describe Kennesaw State College in '92?

JA: The intellectual life was fine, I mean, whether I paid attention to it or not is really the issue because my network of colleagues in family business was far afield from Kennesaw, and there were no places where there were two or more pure family business scholars. This was the only place there was. Craig and I were it. Craig was intellectually very solid. He could think theoretically very well. There [was] a group of people that we tried to get interested in the family business arena. We had something called the Family Business Research Consortium for awhile. There were a number of people interested in it and they were supportive, but there were none who grasped family business at its core, nor took the real long-term strategy or effort to figure out what that was all about. I wish there had been faculty restart grants back then because I'm sure we could have probably gotten two or three involved to study it. But they were mostly taking it either from a, "Oh, it's a small business thing, or it's an entrepreneurship thing, and you guys are just calling it 'family business.'" Whereas, this is about families, not about "small."

DY: So you had the task of really of educating people of what you were about because it was so new.

JA: Correct, exactly, and very confused with a well-known, fairly well established field of entrepreneurship.

TS: Did the name Family Enterprise—was that a problem in itself?

JA: No, not so much so. People knew we were about family business. Our main program was called the Family Business Forum. I think we decided to call ourselves the Family Enterprise Center because we wanted to connote to the world something larger than just business because families with a lot of wealth could be a family enterprise, or artists' families could be a family enterprise. Even political families could be a family enterprise.

TS: So enterprise is broader than business.

JA: Correct.

TS: So when you come here in '92, I guess what you're saying is you're building a network nationwide of people, and so your contacts on campus, I guess, were fairly limited in that you're spending a whole lot of your spare time other than teaching—what were you teaching, a couple of classes or one class a semester?

JA: I think it was two classes a semester.

TS: Quarters, actually then.

JA: Yes, it was quarter, so it was two a quarter.

TS: You were teaching two a quarter. That was a lot, actually. That would have been ten hours.

JA: It might have been—yes, probably about ten hours. I'd have to go back; it could have been two, two and one, but I think it was two, two, and two. I think it was two, two, two, and one in the summer.

TS: Typical is three, three, three at that time so you're doing two, two, two. I think I was doing two, wasn't I?

DY: Probably so.

TS: At that time.

JA: I had the luxury of coming in as an associate professor, so that really helped me a great deal.

TS: Right. But at any rate, in terms of your intellectual life, you're looking out beyond our campus and building a network, right? So who would be some of the people that would become part of this network back in the early '90s, or maybe, what institutions would they be affiliated with?

JA: Wow, it's so broad and so varied. The easiest thing for me to do is to look it up by hopefully being able to find my resume. They're really all over the world, no question for me.

TS: Okay, so it's not just national then.

JA: Right. I have a colleague [who] did an award winning paper with colleagues from Germany and Australia, for example. In Germany, [there] is a woman by the name of Sabine Klein, and she's at the European Business School [Oestrich-Winkel, Germany], which is the top finance school in Germany. Kosmas Smyrnios is at RMIT [Royal Melbourne Institute of Technology, Melbourne] in Australia. So there's a couple I've worked with. I worked with a guy at the University of California, Northridge, Dan

- McConaughy [Daniel L. McConaughy], and we won an award for our work. It's just really all over the country and all over the world. I worked with a guy in Cincinnati, University of Cincinnati [Ohio]; he's not really doing much there anymore.
- DY: But you didn't find anything, or any kind of connection, right away in the South?
- JA: No.
- DY: The southeastern region of this country.
- JA: There really are very few people in the southeast who were even thinking about it at that point, much less interested. One at Georgia State University, Frank Hoy, but he left shortly after I arrived and became dean of the business school at UT El Paso.
- DY: Yes.
- JA: There was another "southern" school with an interest in Texas—although I never worked with them—at Baylor University early on. Nothing between, even Florida to Virginia to Arkansas [to] Oklahoma. Finally there was a professor, who was hired at the University of Oklahoma [George Vozikis] who started doing it, who was a good friend of Tim Mescon. I never worked with him either, but had pretty good connections with him, and had conversations with him.
- DY: Are these people generally in the business schools or colleges, as opposed to maybe the social sciences?
- JA: Almost always. Here's one: I worked with DePaul University; American University; Wharton [School of the University of Pennsylvania, Philadelphia]; Virginia Commonwealth [University, Richmond, Virginia], I guess you could call that. I worked with the person who became the chair of the department of economics and finance here, Roger [C.] Tutterow: we wrote a couple of papers together; Michigan State University; I worked with Tom Kolenko [Thomas A. Kolenko] on a paper, he's in the management department here; I worked with Jim Herbert [James I. Herbert], who was later hired here and was also at Yale.
- TS: I didn't know he was at Yale.
- JA: He was. He was somebody who was a good friend of mine at Yale, and after I was here, Craig and I were trying to think strategically about what to do next and thought let's go hit the minority community. Here's this guy Jim Herbert—he understands family business, he understands the minority community, let's hire him. So we negotiated, and hired Jim to run the Minority Enterprise Institute, which got a couple of good starts and then seemed to fizzle. I worked with some people in Canada; Loyola University in Chicago; Italy—Bocconi University in Italy [Milan]. In fact one of them is coming to visit tomorrow, Pietro Mazzola, whom I published a paper with. Then I've got a student

- whom I'm working with in his dissertation in Switzerland: a guy named Thomas Zellwegger.
- DY: Right. So in '92 you really had to start from scratch in a way, or from, let's say, for your network.
- JA: Yes.
- TS: Is it typical of the family business field to have these kinds of collaboration, where you do papers together?
- JA: No, the family business field is a little too young for that; it's not very typical. There were a couple of groups of authors who have pumped out some good work, but that level of collaborating across multiple groups just doesn't happen. That's something I learned from my father. He taught me several important academic lessons, which is the hierarchy of an academic career in terms of what you want to publish. If you come up with a new theory and a whole new school of thought, then that's, of course, number one because you get to be quoted all the time. If you come up with a new instrument that is very sound and reliable, that's number two, because anybody who then uses that instrument for their research has to quote you all the time. And then if you do some kind of—what do you call it—big overviews, literature overviews, where is the field today, you get quoted a lot, but you have to update those frequently. So knowing that, I tried to penetrate multiple different scholars from around the world, and have them help with a lot of different things.
- TS: Very astute to do it that way.
- JA: That Kennesaw does not have doctoral students is a major drawback; and so in order to get people to work with you, they have to be of slightly less stature than yourself, and figure where they're at to have them help.
- TS: Do you think we'll be getting doctorates?
- JA: Well, I would hope so, but that's not my decision.
- TS: You're not working on one?
- JA: The school is working on a D.B.A. [Doctorate of Business Administration] program. I have this feeling that in the state university system, there seems to be a little bit too much territoriality. There are more than enough good students around the world; this university system could afford ten more doctoral programs and not top out, and if the best students decided to go somewhere else than Tech [Georgia Institute of Technology, Atlanta] or Georgia [University of Georgia, Athens] or State [Georgia State University, Atlanta], that's competition at work. That's what makes the system stronger.

DY: Quite true, I agree. At this point, the intellectual community that you're describing is one that, I guess, the world is flat because you have plenty of opportunity to connect. But do you see that changing? One doesn't want one's circle to constrict; nonetheless, do you see that now, in 2006, that you do have a round view, more people to work with here at Kennesaw?

JA: I do and we're hiring more, too, so that's good. We raised some money for a professorship in family business; and when Craig Aronoff was retiring, we used that as an occasion to do a little fund-raising [for] the Aronoff Professorship [of Family Business]. We brought over Frank Adams, or A. Frank Adams III, to hold that professorship. He's a financial economist. Craig's chair has been filled by Dana [R.] Hermanson; Dana is a governance specialist in the accounting department. We're bringing on Gaia Marchisio, who is a leadership specialist from Italy, and I have done a fair amount of publishing with the associate director of the center, who has a master's from our conflict management program at Kennesaw—Kristi [S.] McMillan, several paper, chapters and books. Kristi's been the most instrumental in building our program and many academic collaborations. So we do have a lot of people who collaborate here.

DY: When did this start, after Craig's retirement, I mean, that professorship?

JA: Pretty much, yes.

DY: That's very recent.

JA: Yes.

DY: I suppose that makes you happy.

JA: Very happy.

DY: Well, that you get not necessarily like-minded colleagues, but people who are interested in pursuing the same intellectual interest you have.

JA: Absolutely. People who can publish and build the reputation of Kennesaw State and our Family Enterprise Center: I would really like to have more of that. But intellectually, I'm kind of a "Johnny Appleseed." That's why I publish with so many people from all over the place. Here's the idea, folks; you want something you can publish, here it is. Lots of times people pick up on that.

DY: That's why it would be so good if you had graduate students and you had doctoral students.

JA: Right, if we had, had graduate students and doctoral students to work with, we would have been heads and shoulders above everybody else. We're already heads and shoulders above everybody else; let's say, Empire State Buildings above everybody else!



DY: But the dissemination is the problem, if you don't have the students that are learning and going out there, too.

JA: Correct.

DY: What about your teaching? How much are you teaching now?

JA: I teach one course a year.

DY: What course do you teach?

JA: Family Business.

DY: And it's M.B.A. [Master of Business Administration]?

JA: It is. I have taught an undergraduate version of it at one point.

DY: Was it well received?

JA: It was fairly well received, but like so many courses at Kennesaw State, if you are a teacher who only teaches once in awhile, most of the students don't know who you are and won't risk it.

DY: Right.

JA: So when I go to other professor's classes and do a one-hour session, or something, I'll get lots of students; but if I don't do that for a couple of semesters, it drops off. So the students are still primarily here to get degrees. If someone was to say to me, "What's the difference between Yale and Kennesaw?" Most people would say, "Well, it's the caliber of the students." It's not so much the caliber, but they're here for different reasons. The students at Yale, yes, there were some careerists, but by and large they were there to learn. And their idea was: if I learn how to think about the world—and that's Yale's bent—then I'll be prepared. The degree doesn't hurt, but I really need to learn.

DY: Socio-economic class would dictate that too.

JA: Right, but even among the [economically] poorer students at Yale that was the way it worked. And Yale has an inordinate percentage of students who are on scholarship. They're very good. In fact, in the Ivies, it's known as the school where you go if you have a sense of wanting to contribute back to the world. If you want to make money for yourself—this is just the stereotype, so I don't want anybody to sue me over this, but Princeton is a little more selfish [and] Harvard is a little more grandiose—if you want to be famous that's where you go. That's kind of the rap in the Ivy League.

TS: What you're describing for Yale sounds kind of like where Betty [L.] Siegel has been going in recent years, it seems to me. She wants to emphasize is service to the community and ethics and so on. It sounds like you would be very much in line with that kind of thinking.

JA: Very attuned to it, absolutely.

TS: Yes.

JA: You know I believe she took some of her cues from all of the Yale educated presidents we've had in the last couple of decades.

TS: You started out teaching two classes a quarter; how long did it last that you were teaching that many? It's not a heavy load compared to others, but it's a heavy load compared to where you are now.

JA: I joined the faculty of the Department of Leadership and Professional Development, in 2001. It was probably about 1999 that it slowed down just a little bit, and then in 2001 when I joined that department it was team-taught, so even though it was the equivalent of two or three it felt like a whole lot less to me. Then when I came back to the Department of Management, it dropped down to one a year.

TS: Okay, so when you were in the Management Department, it was two a quarter and then Leadership and Professional Development with team-teaching, heavy load on paper, but not in reality.

JA: Well, heavy load in reality, it just didn't feel that way.

TS: Just didn't feel that way. We team-teach, occasionally.

JA: When you team-teach if you need to do something else, you can, so that sense of stress that you have isn't quite there.

TS: What lead to the changes in departments in 2001, and back now to Management?

JA: Those are interesting questions that I don't have the complete answers to.

TS: It wasn't your choice?

JA: Well, part of it was my choice. I had taught with some of the folks in Leadership and Professional Development prior to moving to that department and, I did enjoy it, and I did enjoy the team-teaching; we were going through re-accreditation, and it was clear that the department didn't have very many publications in it, and I had one of the longest records of publications . . . [laughter].

DY: So they imported you?

JA: Yes, so I volunteered, and that was accepted. Then moving back I think was more political. A new generation had come to take over Leadership and Professional Development and the executive programs; and I am not one to hold my tongue, so I think somewhere in there, my speculation would be that a request was made that Joe be moved somewhere else.

TS: Okay, so you're back in Management.

JA: So I'm back in Management.

TS: What was your job description when you came in '92? Obviously teaching a couple of classes and then scholarship? Where does service fit into the mix because Craig was doing a ton of service as well as scholarship; and what was your relationship to him when you came in '92, in terms of his job description compared to your job description?

JA: Well, we were very much more fluid than job descriptions. If there was a job description, I have no recollection of it; it was just you do what you need to do; you figure out yourself what needs to be done; you do what's required, what's here to be done. He and I, both, very much had that attitude at that time.

DY: And that's building a program?

JA: Building a program, building a department, if you will—whatever we're called, building the school—just doing what needs to be done to make things better.

TS: Right.

JAS: That's how we approached it. We had slightly different views of what those things were that needed to be done, but we were always had the same end goal.

TS: How much of your time was service-related, like arranging a conference or doing programs, or consulting with actual family businesses, and such as that?

JA: You know, it's very funny; several years ago when Craig was still here, somebody said to us, "What's your work-life balance? How do you balance family and business?" I said, "I think we have a perfect balance; the balance is all work and nothing else" [laughter]. Balance all depends on where you put that fulcrum. You could have said at that time I had three jobs. You could definitely look at it that way. I've been blessed with not a lot of need for sleep, and that helps.

DY: Where do you see the multiple changes that have come to this institution, certainly with a new president—where do you see the university going—part one of the question. Part

- two, where do you see your role and the role of the agencies, or institutions, that you're connected with here, going?
- JA: Okay, so, when you ask the question, "Where do you see them going," are you asking me for my prognostication, or are you asking for my recommendation because they are two different things?
- DY: They are two different things. Yes, could you address both of those, would you answer both of those?
- JA: I'd be happy to. Which one would you like me to . . . ?
- DY: Why don't you go ahead with prognostication, and then you can do recommendation.
- JA: Prognostication: the university shrinks in its relevance and importance, serves the north Georgia market increasingly, steals a little bit from northeast Alabama, south-mid Tennessee, and starts to neglect the greater Atlanta market and south-of-Atlanta market.
- DY: So movement away from Atlanta.
- JA: More territoriality, districting kind of mentality . . . .
- DY: Is this because of Georgia State and Tech and that kind of thing, giving Atlanta over to those institutions?
- JA: Yes.
- DY: That decision is based on, okay, we draw these lines here.
- JA: Yes, it's based on what the leadership wants, and what the leadership thinks it can get, and which game the leadership is going to play. That's my prognostication—the incoming administration.
- DY: All right, your recommendation then?
- JA: It's a good thing I have tenure [laughter]! My recommendation is that Kennesaw continue on the track that its on; that it argue, in the state and in the regents, to allow schools to continue to compete; that there will be winners and losers, which will make the whole system strong; take more of a market approach towards academia, and some universities will have some of their programs scaled back. I mean, no offense, but if we have not the best English department in the world—I'm not speculating, I'm not speaking from fact, it's just an example—and University of Georgia does, then ours should shrink, and theirs should grow. If we have the best business school . . .
- TS: But, through competition.

JA: Through competition, absolutely.

TS: Because students would go to one and not the other.

JA: Absolutely. Students would, publicity would, recognition from external sources would, and all the things that go along with having a leading institution. You'd see it in a lot of indicators. I don't think it should be equalized across the system; I think that does not help our system.

TS: Yes, it may be different in the Coles College than other parts of the campus, but it seems to me that what you're prognosticating is what we've already been for some time in the sense that we can't get a history master's because we might compete with West Georgia [West Georgia University, Carrollton] or somebody; which has always been insane to me because there's a ready market out there that would come here, if we could. It's not that we don't want to; it's that the Board of Regents hasn't wanted us to, so we've had to do things like Conflict Management [that other institutions aren't offering].

JA: I just raised my fingers in quotes: "The Board of Regents hasn't wanted us to." I don't know if it's the regents haven't wanted us to, or the administration hasn't fought for it.

TS: Yes.

DY: Yes.

JA: Because what's the penalty for starting something. Even if it's not official, you start something and you get the ground swell and you get the support, and people have a hard time saying no? I think it's what game do you play. There is a—it's not famous, I wish it was famous, and I'm debating whether to describe it in detail—but there's a line from a very unwell-known, but brilliant thinker that says:

You have to decide if you want to be somebody or you want to do something. If you want to be somebody, you play the game that gets you the promotion and that gets you the reward. If you want to do something you put yourself out there and you take potential risky maneuvers that might put you in a bad position for yourself, personally. [From: [John] Boyd: *The Fighter Pilot Who Changed the Art of War*, by Robert Coram, New York: Back Bay Books, 2004]

DY: Sounds like something that would fuel any revolutionary movement.

JA: Right, or any change.

DY: Exactly, any change.

- JA: If you want to make a change that upsets the status quo and that upsets the political structure of the day, if Kennesaw represents a certain space in the political structure—and I think our greatest risk is that Kennesaw is much larger and much more significant with much more resources and much more power, politically, financially, with the business community; and with its ties—political and in every sense of the word, than its role in the political structure of the institutional system that it is in. That is a big risk, and there're only two ways to deal with that risk: one is to reduce its power or to change its status in the political system. If Tim Mescon had been president, he would have striven to change its status in the political system. That's why my prognostication is that we will reduce ourselves in significance, so that we become more aligned to the place that we represent in the political system.
- TS: Yes, I was sick when Tim didn't get the presidency, too.
- JA: Me too.
- DY: How about your own, and I ask from the family enterprise, your intellectual endeavors, your programs here; where do you see those going?
- JA: Well, I hope that we are small enough and not recognized enough that we are not messed with.
- DY: Oh, under the radar.
- JA: Thank you. Those are the words: under the radar.
- DY: That's where you see your place now is going to have to be to survive?
- JA: To survive and flourish, just stay under the radar, do whatever political patronage we need to engage in, to make it happen.
- TS: Well, you know, in terms of the politics of it all, if we had waited for the Board of Regents to want to make us a four-year school we never would have become a four-year school because Georgia State didn't want us to, and West Georgia didn't want us to, and it took a lot of powerful politicking; that's why we have buildings named for people like A. L. Burruss [Legislator] and Joe Mack Wilson [Legislator] for taking on the Board of Regents and particularly the Chancellor.
- JA: That's correct, and that's going to happen again. We're not going to have a choice. If we're going to grow and get recognized for what we are, I mean, it's not a question of there's a space we want to grown into. We're already here. Just recognize us. That's not been happening for Kennesaw State. It hasn't happened since I've been here.
- DY: We have a new dean in our College of Humanities and Social Sciences, who is coming in from the University of Connecticut at Storrs, who brings a very different view of

- Kennesaw, of how he sees Kennesaw. And it's as if you come into this benighted group of people, and say, Plato's allegory of the cave, hey turn your face to the light and see where you are and what you are and what you're doing." So, there's some hope depending on the kinds of visionaries that we have here in our midst, and frankly, what risk they are willing to take. We are now hiring people in with tenure.
- JA: I did not know that.
- DY: Well, I found it out because . . .
- JA: I didn't know that was allowed in the state system.
- DY: That's exactly right. Apparently one has to be a Nobel Prize winner, or something.
- JA: Or nearly so? That's good to know.
- DY: That's wonderful to know. As well as term limits for department chairs and deans—these things that have been happening in the rest of the free world for a long time.
- TS: I gather from what you're saying that maybe the reason that things happened in the business college that weren't happening in other places on campus, was Tim Mescon's leadership; for instance, putting that scholarship track into place. Nobody else on campus has a scholarship track as one of the three options.
- JA: I've seen Tim victorious and bloodied many times, and if he did not put his own career on the line things wouldn't have changed as much. Unfortunately for people who make great changes and advance institutions strongly, their best bet is to stay where they are and to continue that and not try to go to make changes elsewhere. Especially at the university level, the whole world would have known "Tim Mescon's president," in my opinion, I don't know for a fact. "He's going to make changes, he's going to make Kennesaw better than us; we can't allow that." Instead of looking at it as though, "Well, if we believe that about him, why didn't we hire him at Georgia State? Or if we believe that about him, isn't that good for all of us? That'll put the pressure on everybody and everybody will have to perform."
- TS: Yes. Is the competition with Georgia State still intense, do you think, in terms of the business college?
- JA: No, I don't think so. I think they have a market, and we have a market, and we do compete for students once in awhile; but there are more than enough students. I always look at it, especially in business schools, but in all higher education, as if everyone isn't going to college who could go to college, everyone isn't going to graduate school who could go to graduate school, the market should be viewed as infinite, not as competing over the existing market, as though there's only so much water in the well.

- TS: Yes, you can grow the market bigger if you offer a good product.
- JA: That's right. And given that the market can include Southeast Asia, it can include India, and it can include all kinds of places where students want to come from, then why are we worried about this? Atlanta has the best airport; they love it. We've got tremendous services for dealing with students from other countries. Why are you worried about whether we have a master's, or Ph.D., in history? I mean, business history—there are very few schools that have any background in business history; we have one, especially in the United States, there are some in Europe.
- TS: How has your scholarship changed, would you say, since you came here in '92, or since you finished your dissertation? Are you still on the same kinds of topics or how has your scholarship evolved, would you say?
- JA: I have always wanted to be as broad as I could possibly be, broad and deep. I want to be the Pacific Ocean, and I have managed to do that. I have published in finance; I have published on public companies. I've done research on IPO's [Initial Public Offering]; I've done research on father-son relationships, family relationships, communication, family dynamics, succession, the overall look at how many businesses are out there and what they contribute, governance, non-family CEOs, just really, really broad and some very good stuff, I think. I mean, just deep stuff. I'm not a surface-scratcher.
- TS: What do you see as your future as far as scholarship? Where do you want to go?
- JA: There are a couple of lines of scholarship we're pursuing, and I hope they pan out. The most ambitious, of which, is the project to monetize emotions: in other words, how do you put a monetary value on what people feel? That's of particular relevance for family business. People have been doing it from the aggregate population level, looking at what is happiness worth and not worth, but nobody has looked at it at the individual level. How do people determine their own relative trade-offs for happiness versus money?
- DY: Wow. I've never heard money made a verb. Monetize?
- JA: Monetize, yes. Oh yes, sorry.
- DY: I shall add that to my lexicon.
- JA: To make fungible, as we say.
- TS: People in the academic world certainly understand happiness versus money, I guess.
- JA: That's right. So you ask things, for example, in family business, if you enjoy being around your family, how much is that worth to you? So if you take that away, the business is sold, you don't have as much of a reason to get together with your family: what's the premium that you put on the value of the business? And likewise, you hate



being around your family; how much would it benefit you if the business were sold? So, how much would you discount the price of the company to get rid of the business? That's at the sell-buy decision, but once you move beyond the sell-buy decision, you ask: well, how much did the business return to me financially? Well, if you're competing with the public markets, it's a different story; but if you're competing with your own family, well, you know, I don't care what my family makes, my business makes, because I love being with my family. I love the job I have; or for example I love people calling me boss, you know, that would be the typical way to look at it, and so therefore, my business is priceless. Hence, that's where this research is going.

TS: It sounds like a lot of psychology in this.

JA: Psychology and then connecting it right back to finance.

TS: Do you see a book coming out of it?

JA: I never see books coming out of things; I just want to get the one piece of research done. Lots of times I don't even see papers coming out of it. I like to answer the questions for myself; and then if I can help, if that question is still important to a wider population, then I will answer it for others.

TS: When you first came here, and it's not that long ago that we're talking about—fourteen or fifteen years—but it was really you and Craig, and now you're talking about a wider circle with people like Frank Adams and Jim Herbert and so on, on our campus here—I guess what I really want to ask, and we've asked a lot of people: what has kept you here for these fourteen years at Kennesaw? I'm sure you've had many opportunities to go elsewhere in this time; why have you stayed?

JA: I've had enormous opportunities, and I have always told the people who have made these outrageous offers one thing: first, this is an outrageous offer, thank you very much; I'm honored, but if you throw in the complete and unfettered use at my disposal of a private jet and a pilot, I'll move [laughter]. But otherwise, Kennesaw has been a great place and I've invested a lot of myself here and a lot of effort and time here. I love Atlanta; the people are great. Tim, as a dean, has been spectacular. He's had a lot of trust and faith in me to perform, and I think I've performed pretty well; and as long as I continue to have the opportunities to perform and pursue the strategic goals that I think are needed to be pursued, this will be the place to say. That's not to say that if some major institution came along and said here's a bucket of money and you can have all the freedom in the world and insulation from our political structure, I wouldn't do the same thing. I have offered on numerous occasions to Tim, Betty, others, that if you need me to do something else in the university, I will. Obviously, I'm doing good here; it's not that I wouldn't do good elsewhere, but just, if you need me let me know. If I'm going to be a department chair, do this, just tell me, I'll do it.

TS: What are you the proudest of in your years at Kennesaw?

- JA: I don't think, Tom, that I could put my finger on one thing. I'm really proud of what we've built, the reputation we have, the programs we've done, the research we've done, the team that's been built here, which extends beyond the folks that I mentioned. Yes, just all of it.
- TS: How much time do you put into *The Family Business Review*? Is that a major time commitment? It's got to be a major time commitment.
- JA: It's on the order of a day a week. It's spread out pretty well. I could go into depth about why it's only a day a week now, but there have been a lot of administrative and process things that I've done to make that happen. But after eleven years as editor of something, you figure out how to smooth it down a little bit.
- TS: Do you plan on continuing indefinitely as editor?
- JA: I have, I think, two more years left on my contract, and the professional association that's the publisher has said they want a new editor; we'll see if that happens or not. I would stay if allowed.
- TS: So this is something you enjoy doing then? It puts you in touch with the latest research.
- JA: That's the biggest thing. As Craig said early on, "I guess it's a good thing, Joe, because it makes us the nexus of research." Great, Craig [laughter]! We knew about it before others. In fact, here's an e-mail from Grant Gordon, which is Gordon's Distillery in Scotland. He's into the family business field and he says, "Joe, look at this piece of research I sponsored at the London School of Economics." I don't know that Grant would write me, if we weren't the nexus of research.
- TS: You now have a Wachovia Eminent Scholar Chair [of Family Business]. Why don't you talk a little bit about how that came about? Wachovia must have given us a good deal of money to create an Eminent Scholar Chair.
- JA: That was a good one. I didn't know how the original approach was made. Wachovia had been very good to us; this was obviously long before the First Union [Bank] take-over - merger, and there were some really fine people whose names are escaping me right now, but I'm sure Craig mentioned them, or Tim did. They said we want to do more for you. We had a meeting with them and said, "How about you give us a challenge to form a chair?" "How much is a chair?" "It's \$300,000; will you give us \$100,000?" "We'll give you \$100,000." So they gave us \$100,000, and they ended up getting a \$1,000,000 chair.
- DY: Yes, Craig does address that.
- TS: Yes, he talks about that. But to start with, they gave \$100,000 and it grew?

JA: We raised another \$200,000.

TS: You raised another \$200,000 to make to \$300,000.

JA: Then we raised another \$200,000 to make it \$500,000, eligible for the match.

TS: And then the regents matched that \$500,000.

JA: Right.

TS: Do I understand correctly that they don't do those matches any more?

JA: That is correct.

TS: But you ended up getting a million in the chair. Let's see, that's been a few years back now?

JA: That's correct. I don't recall exactly when it was done.

TS: And, of course, you're the director of the Cox Family Enterprise Center now.

JA: Correct.

TS: And did that directorship come when Craig retired or were you the director before he retired?

JA: I was the director before he retired.

TS: Okay.

JA: I was a year or so before.

TS: I've asked indirectly before, but with the Cox Family Enterprise Center you hold these awards programs once a year and have a lot of people come in for those and have conferences and so on; are you replacing Craig in doing a lot of that kind of stuff now or were you already replacing him in doing that before he retired?

JA: The latter. What Craig was doing at that point was mostly the PR side of it. He was the face, but most of the work was already being done. And then in the actual transition, there were a couple of years where I had asked Craig and Tim to make a transition earlier; and the basic comment was, "Why?" I said, "Because it's time; I think you're going in the wrong direction, and I want to go in a different direction; and you're not pursuing the direction I want to go in, and I'm tired of doing work that I think is coming to fruitless ends." There was some disagreement with me, and I basically said, "Well,

then you can run those things I think are wrong yourself.” There was about a year or two where Craig was trying to make it work without the same level of support from me.

TS: So what directions are you going in now?

JA: Well, I said on the national, international, and local scene, the better your research is and the more you’re up front in research and in developing new theory, the more prominent you’ll be, regardless of what your local educational programming is. I don’t want to bring other people’s knowledge to the local market; I want to bring our knowledge developed here to the entire market. I want to stay connected to the local market because they are a source of information and intellect. If you’re going to take the niche that we’ve developed and grow it and protect it, that’s the only leader advantage we’ve got. The market for family business knowledge has changed. When I first came here it was only academic institutions. Now every accounting firm and law firm is providing family business related seminars. I’d rather have them be teaching what we do than us having to try to put on seminars to get our name out there that just competes with these law firms and accounting firms. I’d rather the law firm and the accounting firm, go, “Here’s slide 10 on management leadership,” and one or more of our team members’ names are on the bottom of it and Kennesaw State’s [name is] there, and vice versa. While we’ve been talking, somebody from one of the larger businesses in Rome called, for example. That’s not because we do little, bitty seminars; that’s because we’re well known now, because of the kinds of research and thinking we do. We’re thought leaders. And I view us as needing to maintain thought leadership in order to maintain the niche we’re in, given the reputation and size of the school.

TS: That’s a very interesting concept. I’m just thinking of my own Center for Regional History and Culture. Basically, what we’re proud of is bringing people in from outside with their knowledge to have a symposium that we can put on here.

JA: That’s where we started; that’s exactly how we started.

DY: I was going to say, it sounds like. . . .

TS: Yes, but when we get to the point where they want us, instead, that’s the goal then.

JA: That’s the goal, and then if you’re going to maintain thought leadership—because otherwise, without being an Ivy League school, or even [the University of] Georgia, this program would just die without being thought leaders because anybody else could come and take it over. We’re thought leaders. If Emory decides to start a similar program, they may get the local businesses; they won’t get the national and international. We are completely vulnerable with no protection against local incursions. And we have to recognize that fact. Craig, I don’t really think, wanted to recognize that, and I don’t think still does, and that was the difference.

TS: So it sounds almost like, to me—maybe I think like Craig in a way that we’ve got a sense that Kennesaw State University competing internationally? It sounds almost like a crazy idea, in a way.

JA: I had a call from a business leader in South Carolina who runs a \$400 million dollar company, right before he got here, literally. He’s part of YPO, Young President’s Organization [Irving, Texas] which is international—and he said, “There was a survey sent out to all of us who are family businesses, which is 70 or 80 percent of YPO, and they had, ‘What do you think of these seven speakers, Joe; and your name was one of them.’” We can be thought leaders. Why not? It’s not about the institution; it’s about the people who are in the institution; it’s about the ideas that you promulgate.

TS: Right, well, you’ve given us some food for thought. I guess I’m thinking in terms of an analogy of when we became four-years it took forever before people recognized us as being a four-year school. *Channel 11 News*, or *11 Alive* [WXIA-TV, Atlanta], they’re still calling us “Kennesaw Junior College” five or six years after we were Kennesaw College, and in fact, that “State” was put in the name primarily to make sure they realized we weren’t a two-year college anymore. I think what you’re describing is a level for Kennesaw State that you may be one of the few people on this campus, even, that realize that we’re there.

JA: We have 20,000 students; why aren’t we there? And the way I view it is, and I’m willing to explore other’s views on this, absolutely, but the way in which I view it is, there isn’t a subject that we couldn’t be a thought leader on, if we wanted to be. There isn’t anything that we don’t have an ability to be the first on. We really have the resources to make that happen, and if you want the local political structures to see that, you’re not going to get to see that through a negotiation with them that disturbs the political structure. You only get it when their position in a larger political structure is upset by it. So—and it would be easier to diagram it—but if you were to picture it as Kennesaw State being part of any kind of structure at one level, and then you look: it’s like one block and Kennesaw State is inside a larger square, so there’s a little square and a larger square; well, that larger square, the state university system, exists in a much larger square. If you influence that much larger square, the block we exist in is going to change.

DY: So you bypass it.

JA: Right, you put external pressure. Internal pressure isn’t going to work, so you have to have external pressure to make it work; and the external pressure is business leaders, national, local political leaders, and international leaders. Even though we have internationally renowned billionaires come speak to our little program, people still don’t get it. We’re having, for example, All Boards Day. Mike McKee is coming. Mike McKee is basically running McKee Foods [Corporation, Collegedale, Tennessee]. He’s not titled that way, but he is; he’s the next generation. They’re a giant company. They’re an enormous percentage of the U.S. snack-cake market, and they’re great; they’re a national brand name. You can go anywhere and see them; they’re on the *Today Show*

[NBC] every morning. The people at Special Events are treating him like he's...I don't know.

TS: They act like they don't know who he is.

JA: Right, like they don't know who he is.

TS: [Who was] it, "Tisch" that we had last year?

JA: John [Jonathan M.] Tisch. He's someone I brought in. He's an international name, another billionaire, owner and CEO of Loews Hotels [Inc., New York], same kind of thing.

TS: He handed out his book [*The Power of We: Succeeding through Partnerships* (Hoboken, New Jersey: John Wiley & Sons, Inc., 2004)] to everybody last year.

JA: Well, actually, the Center bought them for everybody.

TS: I see. That was a good All Boards program. I'm glad I'm going to be there for this one this year.

JA: Good, yes, Mike's a wonderful guy, absolutely wonderful.

TS: So what you're saying then, is that obviously people like Wes Wicker [Wesley K Wicker] understand how important he is, but not Special Events, or even the Foundation?

JA: Yes, I haven't been dealing the Foundation around Mike, anyway. They just said, "Okay, he's a good speaker, let's get him to come." But in setting up meals—he's donating a lot of cakes—trying to make demands on him, even though he's donating the cakes.

TS: Try to go through SODEXHO on the cakes [laughter]?

JA: Right, it's that kind of thing.

TS: Yes.

JA: This guy could endow the university! Why are you doing this to him? And Tisch, same thing. There's the Tisch School at NYU [Tisch School of the Arts, New York University], you look at that and you go, "If they've endowed a school at NYU, how much of a university could they endow down here if we treated him properly [laughter]?" It can't just be Joe who's the only one treating him—I mean, there were no red carpets laid out.

TS: I had a meeting with Wes Wicker before I came over here; I wish I had done this interview first, I could have told him to treat this guy right!

DY: So we're back to our own provinciality in some ways.

JA: I like Wes, Wes is a wonderful guy and he's also somebody who is career-minded.

DY: That's really unfortunate. People won't break out of the way things have always been done, and the way they think things should be done.

JA: Nobody wants to be the nail-head being pounded down. That's never bothered me. I know if I'm getting pounded down I'm being recognized; it means either I'm accomplishing something or I'm a threat. If I'm a threat that means I have some power somewhere. What's the power I have, and how do I use it?

TS: Obviously somebody recognizes what you're doing to ask you who to invite to the All Boards luncheons.

JA: Yes, it's very nice of them to allow that opportunity. It gives me the opportunity just to recognize other people that are in our sphere.

TS: Great. Well, I've gone through the questions I really had to ask.

DY: You've asked the ones I would have, and I've really enjoyed this.

JA: Well, thank you very much.

TS: It's been very interesting.

DY: Thank you for your time.

JA: Thank you.

<b>A Short Timeline of the Cox Family Enterprise Center</b>	
<b>Year</b>	<b>Event</b>
1981	Georgia International Life Insurance Company/ Cobb County Bankers Association Chair of Private Enterprise created
1981	Businessman Jasper Dorsey serves as "interim chair" for one year
1983	Craig Aronoff becomes first full-time Chair holder
1986	Planning for first family business program
1987	Family Business Forum founded
1990	Hosts Family Firm Institute Conference in Atlanta
1990	Jack Dinos matches existing funds to create the Mary and Jack Dinos Chair of Private Enterprise (name replaced prior name)
1991	Family Business Academy started
1991	First National Family Business Survey

1992	Joe Astrachan joins Kennesaw State (associate professor and associate director of the Center)
1992	Craig Aronoff becomes president of the Family Firm Institute
1992	Georgia Family Business of the Year Awards started
1992	Carpet History Project initiated
1993	First Family Business Course in MBA Curriculum
1994	Jim Herbert joins Kennesaw State as associate professor, member of the Center, and director of the Urban Enterprise Initiative
1994	Kristi McMillan joins Center
1994	Research project on Estate Taxes initiated
1995	Joe Astrachan becomes editor of Family Business Review
1995	Program officially becomes a Center
1997	Kristi McMillan becomes Assistant Director
1997	Wachovia funds Chair of Family Business
1998	Regents match to create the Mary and Jack Dinos Eminent Scholar Chair of Private Enterprise
2001	Joe Astrachan named Director, Kristi McMillan becomes Associate Director
2001	Naming of Center: Cox Family Enterprise Center
2002	Regents match to create the Wachovia Eminent Scholar Chair of Family Business
2003	George E. Manners, Jr. becomes faculty associate of Center
2003	Frank Adams joins Center and first holder of the Craig Aronoff Professorship of Family Business
2004	Family Business Casebook Annual first volume published
2005	Craig Aronoff retires
2005	Dana Hermanson named new holder of Mary and Jack Dinos Chair of Private Enterprise
2005	Timothy Blumentritt joins Kennesaw State and becomes faculty associate of the Center
2006	Gaia Marchisio joins Kennesaw State and becomes faculty associate of Center
2006	Planning for Family Business MBA begins



## INDEX

- Adams III, Frank A., 15, 24, 31  
Albany Medical School, Albany, New York, 1  
Alderfer, Clayton P., 2, 7  
Alfred University, New York, 1  
Argyris, Christopher, 2  
Aronoff Professorship of Family Business, 15  
Aronoff, Craig E., 8, 10-11, 13, 15, 18, 24-28, 30-31  
Astrachan, Boris (father), 1-2, 6-7, 14  
Astrachan, Joseph H.  
    Birth and childhood, 1-2  
    Father, 1-2, 6-7, 14  
    Yale University, 1-3, 5, 7-8, 16  
    Early Education, 1-2, 7  
    Undergraduate education, 2-3  
    Educational track, 2-7  
    Mentors, 2, 7  
    On National Training Labs movement (NTL), 2-4  
    On Second order learning (second loop), 2-3  
    On scholarship, 2-4, 6, 10, 14, 23-24, 27  
    Master of Arts, (M.A.), 3, 7  
    Ph.D., 3-5, 7  
    Awards and recognition, 4, 13, 25-26  
    Publications, editing and writing, 4, 7-9, 13-15, 23-25, 31  
    On development of Family Business as a discipline, 4-9, 11-15, 23-29, 30-31  
    Dissertation, 4-5, 7  
    McGregor Award (Journal of Applied Behavioral Science, NTL Institute), 4  
    Career Track, 5-18, 23-28, 30-31  
    Astrachan family's business, 6-7  
    Great-cousin, 6  
    Great-uncles, 6-7  
    Grandparents, 6-7  
    Early career (other than KSU), 8-10  
    *Family Business Review* (interview editor, editor), 8, 25, 31  
    Coming to KSU, 8, 10-12, 30  
    Institute of Living (development of New England Family Business Forum), 9  
    On development of KSU Coles College of Business, 10-18, 20-31  
    On intellectual climate at KSU, 11, 15, 17, 21-22  
    Cox Family Enterprise Center, (Family Business Forum, Family Business Center), 11,  
        15, 21, 26-27, 29-31  
    On teaching at KSU, 12, 15-18  
    On KSU, 14-24, 27-31  
    On students at KSU, 16, 23  
    On the Board of Regents, 20-21

Wachovia Eminent Scholar Chair, 25-26  
 All Boards Day, 28-30

Baylor University, 13  
 Beaufort, South Carolina, 1  
 Becker, Gary S., *The Economic Way of Looking at Life*, 6  
 Beckhard, Richard, and wife, 8  
 Blumentritt, Timothy P., 31  
 Buckley, William F., *God and Man at Yale*, 5  
 Burruss, A. L., 21

Carnegie Mellon University, 6  
 Coles School of Business (and development of programs and school), 10-31  
 Coram, Robert *Boyd: The Fighter Pilot Who Changed the Art of War*, 20  
 Cox Family Enterprise Center, (Family Business Forum, Family Business Center), 11, 15, 21,  
 26-27, 29-31

Deutsch, Morton, 7-8  
 Dinos, Mary and Jack (Chair of Private Enterprise), 30  
 Donnelley, R. G., "The Family Business," *Harvard Business Review*, 5  
 Dorsey, Jasper N., 30

Emory University, 27

Family Business as a discipline, 4-9, 11-15, 23-31  
 Family Business Research Consortium, 11  
*Family Business Review*, 5, 8, 25, 31

Georgia Institute for Technology, 14, 19  
 Georgia State University, 13-14, 19, 21-22  
 Gordon, Grant (Gordon Distillery), 25

*Harvard Business Review* (Harvard Business School Press), 5  
 Harvard University, 5, 8, 16  
 Herbert, James I., 13, 24, 31  
 Hermanson, Dana R., 15, 31  
 Hoy, Frank (Georgia State University), 13

Institute of Living, 9

Jones, David A. (Humana), 3-4  
*Journal of Applied Behavioral Science* (National Training Labs Institute), 4

Kennesaw State University

- Coles College of Business, 10-31
  - Changes at KSU, 10, 17-23, 27-28, 30-31
  - Scholarship, 10, 18, 22
  - Cox Family Enterprise Center, 11, 15, 21, 26-27, 29-31
  - Intellectual climate, 11, 15-17, 21-22
  - Family Business Research Consortium, 11
  - Minority Enterprise Institute, 13
  - Doctoral program, 14-15
  - Aronoff Professorship of Family Business, 15
  - Master of Business Administration, 16, 31
  - Department of Leadership, 17-18
  - Department of Management, 17
  - Re-accreditation, 17
  - Board of Regents, 19-21, 26, 31
  - College of Humanities and Social Sciences, 21-22
  - Tenure, 22
  - International students, 23
  - Wachovia Eminent Scholar Chair, 25-26, 31
  - All Boards Day, 28-30
  - Georgia International Life Insurance Company/Cobb County Bankers Association Chair of Private Enterprise, 30
  - Family Business Forum, 30
  - Family Firm Institute Conference (Host for FFIC), 30
  - Mary and Jack Dinos Chair of Private Enterprise, 30
  - Family Business Academy, 30
  - National Family Business Survey (first), 30
  - Family Firm Institute (Craig E. Aronoff, President), 31
  - Georgia Family Business of the Year Awards, 31
  - Carpet History Project, 31
  - Estate Taxes Research project, 31
  - Family Business Review* (Joseph H. Astrachan, Interview Editor, Editor), 8, 25, 31
  - Family Business Casebook Annual (first volume published), 31
- Klein, Sabine (European Business School), 12
- Kolenko, Thomas A., 13
- 
- Lansberg, Ivan (Yale University), 7-8
- Lasher, Harry J., 10
- 
- Manners, Jr., George E., 31
- Marchisio, Gaia, 15, 31
- Massachusetts Institute for Technology, (M.I.T.), 8
- Mazzola, Pietro, Bocconi University, Italy, 13
- McConaughy, Daniel L., (University of California, Northridge), 12-13
- McGregor Award, 4

McKee, Mike (McKee Foods), 28-29  
McMillan, Kristi S., 15, 31

Mescon, Timothy S., 10, 21-22, 24, 26

National Training Laboratories Institute movement (NTL), (Christopher Argyris), 2-4  
New England Family Business Forum, 9  
New York University (Jonathan M. Tisch, Tisch School of the Arts), 29

*Organizational Dynamics* (American Management Association), 5

Princeton University, 16

Siegel, Betty L., 17, 24  
Smyrnios, Kosmas (Royal Melbourne Institute of Technology (RMIT), Australia), 12  
Stanford Graduate School of Business, 6

Tisch, Jonathan M., (Loews Hotels, Tisch School of the Arts, New York University), 29  
*Today Show*, MSNBC, NBC News, 28-29  
Tutterow, Roger C., 13

University of Georgia, 14, 19, 27  
University of Oklahoma, (George Vozikis), 13

Vanderbilt University, 6  
Vengroff, Richard, 21-22  
Volcker, Paul (recession), 3  
Vozikis, George (University of Oklahoma), 13

Wachovia Eminent Scholar Chair, 25-26, 31  
West Georgia University, 20-21  
Wicker, Wesley K., 29-30  
Wilson, Joe Mack, 21  
WXIA *11 Alive* Atlanta, 28

Yale University, 1-3, 5, 7-8, 16-17  
Young Presidents Organization (YPO), 28

Zellwegger, Thomas, 14