

# Procter & Gamble

April 19, 1996

JOHN E. PEPPER  
Chairman of the Board and  
Chief Executive

General Offices  
The Procter & Gamble Company  
One Procter & Gamble Plaza  
Cincinnati, Ohio 45202-3315

Dear Dean,

I am pleased to enclose complimentary copies of two special issues of *Production and Operations Management*, the flagship journal of the Production and Operations Management Society (POMS) on the subject of total quality management. The issues report new quality approaches, many of which were developed through business-academic collaborations.

In 1991, a number of business executives from the TQ Leadership Steering Committee (LSC) signed a letter published in the *Harvard Business Review* inviting the academic community to join in pursuit of objectives aimed at improving the quality of graduates. These were: 1) Identify the core knowledge generic to total quality; 2) Develop a total quality academic research agenda; and 3) Develop faculty to understanding and commitment to total quality. The following issue of the *Harvard Business Review* contained a response from then POMS President, Dr. Kalyan Singhal of the University of Baltimore and then POMS Vice President, Dr. Robert Hayes of the Harvard Business School who enthusiastically committed to pursue these POMS objectives.

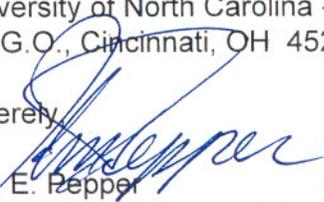
The Total Quality Leadership Steering Committee has been co-sponsoring a number of collaborative efforts. The Transformation to Quality Organizations, a research program supported by the National Science Foundation, business and the American Society of Quality Control, is currently funding 25 research teams studying various quality issues. Total Quality Partnerships between about 40 universities and 20 businesses have facilitated the application of quality principles in teaching and in university administration. Further, 7 annual TQ forums have provided business and academic leaders an opportunity to discuss issues of common interest.

TQ Forum VII was hosted by Carnegie Mellon, Duquesne and the University of Pittsburgh in March 1996, and TQ Forum VIII will be hosted by Georgia Tech in the fall of 1997. Beginning this year, Dr. David Ward, Chancellor, University of Wisconsin-Madison, and I will co-chair the Leadership Steering Committee. Dean Andy Policano of Wisconsin, Dean John White of Georgia Tech and Ben Bethell, Senior Vice President Human Resources, Procter & Gamble, will co-chair the Advisory Council.

I thank Dr. Singhal and his colleagues for providing these special TQ issues and for taking initiatives that are of great interest to the business community. Those initiatives involved workshops for professors on total quality management; published research papers that Dr. Singhal believes will have a major impact on business; and organized national symposia on collaboration among business, government, and academia. If you would like additional information about POMS, please contact Dr. Kalyan Singhal (410-837-4976) at the Department of Management, University of Baltimore, 1420 N. Charles Street, Baltimore, Maryland 21201.

For additional information about the activities of the Total Quality Leadership Steering Committee, please contact Dr. Jack Evans (919-962-4602), University of North Carolina -- Chapel Hill, or Garry Huysse (513983-9949), 1 P&G Plaza 10C-G.O., Cincinnati, OH 45202.

Sincerely,

  
John E. Pepper