



Remembering

Professor Andy Andrews

1940 - 2002

Teaching statistics was his **Passion**.

He was, first and foremost, **Dedicated** to his students.

We **Admire** him for all his work.

He breathed **Energy** into everything he did.

The world is losing a **Great Man**.

He was **Super**.



With these words from Senior Associate Dean Susan J. Ashford, the faculty and staff in the Business School learned of Andy's passing...

Dear Colleagues,

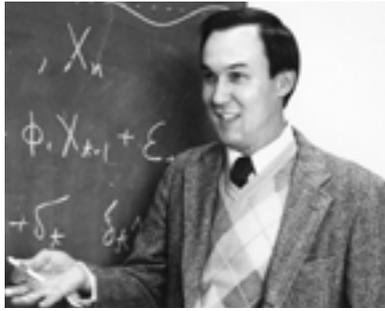
It is my very sad responsibility to let you know that our colleague, Andy Andrews, died this morning. Andy was in Brazil doing the excellent work he always does with our Global MBA students, this time on their MAP projects. Early this morning, he had a heart attack and was rushed to the hospital, but he didn't make it there. His wife, Liz, was there with him.

Andy was a beloved member of our community. He has been on the faculty since 1974, and served as chair of the Statistics and Management Science group from 1989–1997. While nominally (and passionately) a member of the SMS group, he was truly a citizen of the school. He brought his passion for excellence and his unique zest to everything he did, whether it was teaching a new data mining course, taking on teaching in the core, wrangling with the other departments over some political issue, or reformulating MAP. I personally have benefited enormously from Andy's counsel (and his arguing with me) over my past 4 years in the dean's office.

I know this news comes as a shock. This institution will miss Andy horribly. It is a reminder once again that each of our colleagues is a blessing and to take time to let them know now how much we value them.

We will provide information about funeral arrangements when we know more.

Please take care,
Sue



Soon thereafter, the broader University of Michigan community learned of his death in the *University Record*...

A memorial service will be held at 4 p.m. today (Monday) at the Business School's Hale Auditorium for Richard W. (Andy) Andrews, associate professor of statistics at the Business School, who died of a heart attack May 29 in Brazil. He was 61.

Andrews, who had taught at the Business School since 1974, was also the academic director of the Brazil Global MBA Program. At the time of his death, he was in Brazil working with teams of students helping companies solve business problems.

"Andy was a beloved member of our community," says Susan Ashford, senior associate dean for academic affairs at the Business School. "He brought his passion for excellence and his unique zest to everything he did."

Jim Walsh, professor and chair of organizational behavior and human resource management at the Business School, called Andrews the "Michael Jordan of our world."

"He was simply the best teacher I have ever known," Walsh says. "You had to bring your best game if you wanted to teach with him. His knowledge, preparation, enthusiasm and commitment were unparalleled. He made us all better."

"I often told him that he was wasting his talents teaching statistics," adds Peter Lenk, associate professor and chair of statistics and management science at the Business School. "He could easily have been a general, CEO, or talk-show host, which pretty much spans his talents. But teaching statistics was his passion."

Andrews' academic work focused on statistical quality control studies, applications of Bayesian statistical analysis, and vehicle fuel economy and emissions.

"Though he took his work seriously and demanded excellence from himself and others, he didn't take himself too seriously," says Michael Gordon, associate dean for information technology at the Business School. "He was quick to credit others, quicker to tell a funny story or joke. He had an unusual ability to connect with people."

A decorated war veteran, Andrews served in Vietnam as an officer in the U.S. Marine Corps from 1964 to 1968. He graduated from the U.S. Naval Academy in 1964 with a bachelor's degree in mathematics. He earned a master's in mathematical statistics from Michigan State University in 1970 and a doctorate in statistics from Virginia Tech in 1973.

During his tenure at the Business School, Andrews served as chair of statistics and management science from 1989 to 1997. He also consulted with companies such as Ford Motor Co., Blue Cross-Blue Shield of Michigan and Ernst & Young.

Before coming to the U-M, Andrews taught at the University of North Florida and was an applied statistician for the Michigan Department of Public Health and the Naval Undersea Center in San Diego.

Andrews was born Dec. 11, 1940, in Dayton, Ohio. He is survived by wife Elizabeth of Ann Arbor; sons David (Thu-Lan) of Irving, Texas, and Daniel (Wendy) of San Francisco; daughter Martha of Cambridge, Mass.; and six grandchildren, Matthias, Angela, Joseph, Thomas, Patrick and Albert. Funeral arrangements have not yet been finalized.

"The Business School will not be the same without Andy," says Jane Thomas, director of the School's writing programs and lecturer in communications. "He was a very good friend and we will miss him terribly."

BERNIE DEGROAT
FOR THE *UNIVERSITY RECORD*

The following comments from our faculty and staff speak to our love and respect for Andy...

Dear Liz,

Andy was such a special person at the Michigan Business School. Large institutions can be, well, pretty institutional. And the rapid student turnover of the two year business program can exacerbate the sense that the faculty are part of a large, MBA-producing machine. But Michigan Business School was never that during my nine years (1992-2001) on faculty, in large part because committed senior faculty who “grew up” in the Michigan community have stayed to preserve what is uniquely “Maize and Blue.” My life has been touched by many of these dyed-in-the-wool Wolverines; Vic Bernard, Gene Imhoff, Brian Talbot, and of course Andy Andrews. In fact, coming out of Harvard with my doctorate, an influential factor in my decision to accept Michigan’s offer over peer schools such as Wharton, Chicago and Northwestern, was my observation that Vic Bernard preferred to return to the community at Michigan rather than accept a very attractive offer from Harvard. Clearly the community was something special, a classic case of the whole being much better than the sum of its parts.

I’m so fortunate to have experienced that first-hand and in a variety of settings. In one setting I had the opportunity to teach in the MAP program with an incredibly talented group of colleagues. My first MAP experience was something of a dream team: Andy Andrews, Brian Talbot, Jeff Edwards, Jeff Kotterman, Jane Thomas and myself. It was my second year of teaching and the first year teaching the day MBA students, so I had plenty of apprehensions. Fortunately, the depth and breadth of expertise among my colleagues both supported me in my development and challenged me to think about problems in new ways. In fact, our meetings with student teams were often so lively and intellectually vibrant that I found myself on more than one occasion wanting to dismiss the student team so that the faculty could continue their debates! What fun it was! My clearest memory of Andy in that team was as our “senior statesmen.” He led off every student meeting with words of welcome and a “softball” warm-up question, followed by a question that often pointed to serious deficiencies

in the students’ work. He also insured that after a tough round of questions, each student team left with praise for something they had done well and encouragement—no, insistence—to act on the issues that the faculty raised. Even when he disagreed with a faculty member, Andy always accorded all viewpoints respect during the wrap-up, insisting that the students consider all views and develop more persuasive, definitive answers to the questions for subsequent meetings. Although we teach the raw skills of business management, very few academics could actually be effective managers (a more gracious statement than the more popular “those who can’t do, teach”). Andy was the rare exception—someone who was equally comfortable and imminently qualified to “do”, but who chose a life of teaching and did so with rare commitment and skill.

Several years later I had another wonderful team of MAP faculty, Bob Haessler, Kathie Sutcliffe, Judy Olson, Andy, Jane Thomas and myself. The group that invaded your home one evening to play games with balls of yarn. Who would have guessed how color-challenged the team of Bob Haessler, Gary Olson and my husband, Randy could be? By that time I was a seasoned MAPper, but the thing that was remarkable about that team was the degree to which we worked on being a team. Andy insisted that we meet for an informal dinner with no agenda, just to get to know one another. We had a lovely pasta dinner at Kathie’s house and laid important groundwork. We discovered that we really liked one another and that our different “world views” and ways of interacting with students were strong complements. Our solidarity persisted, and you saw the culmination at the lovely dinner at your home. As I recall we were positively giddy by the end of an evening of excellent food and wine, game playing, and recounting funny MAP experiences. Unfortunately for the spouses a lot of these stories were of the “had to be there” variety. I’m sure you shared my husband Randy’s disbelief at what a strange, oddly united bunch we became through our shared experiences!

I could go on with other stories of working with Andy in the Tauber Manufacturing Institute, teaching with him in the Strategic Quality Management Executive Program, and talking with him about my research in quality management and ISO 9000 certification, but I think I

will close with my first memory of Andy. In 1986 I was a 23 year old engineer at a General Motors plant in Pontiac, Michigan. I enrolled in Michigan's evening MBA program that met in Dearborn in a retail office space with the intent of using the credits to reduce the work required to complete the MBA degree at MIT's Sloan School, while simultaneously completing a masters degree in engineering. During that year I began working with some faculty at Harvard Business School and they suggested that instead I do a PhD with them. I was torn. Harvard had no engineering school to speak of and the degree would take me out of the practice of business into research. I turned to my professors from Michigan for guidance and after talking with me at some length, Brian Talbot suggested that I talk with Andy. Although I wasn't his student, Andy stayed very late one evening to talk with me about my alternatives. Of course he quickly suggested that I do my doctorate at Michigan! But then he carefully laid out the issues for me, including a very sober analysis of the life of an academic. In hindsight I'm not sure why he made that investment in me. I wish I could say that I would have been as selfless at 10 pm, facing a long drive home from Dearborn, but that was just Andy. He exemplified the message of "playing it forward" with his intense, unselfish commitment to the community of scholars and to the community of UMBS. I will miss him when I visit Michigan. He was a mentor and an exemplar in my life.

SHANNON ANDERSON

While I only knew Andy for the last 7 years, I don't need to tell you about his complete commitment and devotion to his work, which was second only to family. I worked with Andy on MAP here in Ann Arbor as well as traveled numerous times with him to Brazil. I have great memories of introducing Andy to caipirinhas, the cigar bar, and navigating taxis in Sao Paolo without getting too lost. He was completely devoted to his students and truly enjoyed his work. When I was in the MBA program, Andy's reputation for excellence was widespread, especially among students, like myself, who didn't even have the opportunity to study under him. He will be sorely missed by everyone at the Business School. Please know that our prayers are with your family.

DAVE ARDIS

Andy Andrews and I shared a passion for great teaching, doing right by students, and straight talk. As far as getting things done as the Senior Associate Dean, Andy was my "partner in crime." If Andy thought something wasn't a good idea, I knew that it would go nowhere among the faculty. If, on the other hand, he was enthusiastic about something, I knew we had a good chance.

We exercised a lot of the third passion, straight talk, while I was in the dean's office. Andy would come to see me on three occasions: when he thought I had done something wrong (he would always tell me), when he thought I had done something right (rare among the faculty, he would tell me this also) or when he thought he had "screwed up" (his words).

These three reasons for visiting sum up nicely the beauty of Andy. He cared enough to give his considerable energy toward "getting it right." He did it not for extra money in his paycheck or political power among the faculty. He did it because it was right. Andy was so refreshing because he could (and did) "tell it like it is," and then he could (and did) turn around and change his mind based on feedback from you. He could take a joke and seemed to love it when the joke was on him.

But he was most endearing to me when he visited me because he thought he had "screwed up." Andy had great passion and enthusiasm. He also could blow off steam at folks. He usually regretted it and was quick to want to make it up to the person. There is more than one UMBS staff person who has received flowers after one of Andy's talks with me! He was so endearingly regretful, that it was impossible to not forgive Andy just about anything.

He was such an enthusiastic guy. He breathed energy into everything he did. This is something that is never asked about in an organization, it is not described on any annual report. And yet it brings so much to an enterprise like ours. Andy made everything I did with him fun.

Many of us have a word or a phrase that we use so often it becomes associated with us. Andy had one and the word was "super", as in "she's super, Sue" or "that is a super idea" or my favorite for the optimism and enthusiasm it conveyed, "this is going to be super!"

Well, Andy, you led a super life. You led it fully right up until the end. You gave so much

to all of us. You won't be soon forgotten by any of us. Indeed you will be sorely missed. Meetings will be a bit less fun, the number of advocates for excellent teaching will be an important one fewer, and the energy I will feel at work will be diminished. I will strive to do it as you did it, Andy—with straight talk, a healthy sense of humor and high energy—but I will miss you greatly as I do.

SUE ASHFORD

One of my earliest memories of Andy is how welcoming and warm he was to me when I arrived as a new member of the faculty. He always went out of his way to say hello, ask how I was, and share some kind words. He made me feel like a member of our community right away, and his reaching out made my transition much easier. I also remember how fair minded he was, always able to rise above departmental interests and do the right thing for the school.

WAYNE BAKER

Andy Andrews: Consummate Professional and Friend

I first met Andy some eight years ago when I came to work for Computing Services at UMBS. He was concerned about whether a statistics package on the lab. computers would be exactly what he had described to his class and whether or not all the features they would be using had been installed. Each time that a text-book was changed or that a new one was being prescribed Andy sat down with me to check that everything was going to be 'as advertised.'

We became good friends and just a few short weeks ago he hunted me down with his new laptop in hand. He wanted me to look it over and insure that he would be able to connect to U-M while he was in São Paulo.

His professionalism came through in everything he did and we will miss him.

HENRY BEITZ

From moment to moment differing memories of Andy come to my mind...

Our paths here at the School intersected several times. Andy's benchmark was quality and excellence.

On the non-academic side: One day we were discussing something about music (barbershop quartets, choir, etc.), Andy interjected how he'd once been an altar boy, and also sang in a boy's choir. When my late coworker, Jackie Bolgos and I heard him say this we both pictured him as a young boy (perhaps it was that mischievous twinkle in his eye), singing "Cantus Angelicus" with a field mouse in his pocket! After we explained why we were snickering, he retorted, "Awww, come on give me a break!"

He further added how, as young boy, he and his friends assisted a Salvation Army bell ringer "We'll help sing while you ring" to encourage donations. We definitely believed that!

Sometimes we'd hear about: "Navy days"—submarines, ships, and baseball games."

Around one 4th of July we had decorated our office. We had him concerned that a red mailing tube (modified with a bit of packing cord) we had placed on the counter was a large firecracker. He said "You wouldn't, would you?" We never answered him, but later affixed a sign to it that said "Bang!"

I will miss him.

MARILYN BERNHARDT

When I first started at the B School (14 years ago this June 4) in this job, it was a bit overwhelming to say the least. The way the PhD program was conducted here was probably the polar opposite from my previous department—PhD in Biology and I admit that I struggled that entire summer to a) clean out filing cabinets full of brown paper bags full of inquiries from the past and b) just to learn procedures here. Andy was the first chair I worked with of the Doctoral Studies Committee. I don't think I was here more than a few weeks when he came down and introduced himself and joked about the paper bags I was tossing in the hallways for Housekeeping to get rid of! No such thing as recycling containers in those days.

Anyway, he made me feel very welcome and was very patient while I learned all the procedures. He was a great person to work with as chair of the DSC and made me feel very much a part of that committee even though I wasn't a faculty member. Needless to say, my job has changed a great deal over the years and Andy

rotated out of being chair of the DSC and SMS advisor but any time I saw Andy in the hallways, he always had a cheerful hello and nearly always asked how things were going in the Ph.D program.

MARTIE BORON

Andy was among the kindest and most thoughtful members of the University of Michigan Business School. I will remember him as one who cared deeply for those with whom he worked. At one point when my job was in jeopardy, Andy was a source of hope, empathy and emotional ballast. During those days and weeks, I would instinctively look for him in meetings, in the halls, or in executive education rooms. He has provided ballast to me, to others, and to the business school community as a whole. He lifted others and he lifted the entire business school. I will sorely miss him. In addition to his continuance in life beyond this life, he is one of the great people whose life will continue in this world though the kindness that others express because of the kindness that he expressed.

After the death of my 24-year-old son two years ago, Andy was among the most comforting and hopeful of our friends. Now I wish you and him the same. The pain of loss is evidence of the depth of the love that you have toward him and that he has toward you. It is also evidence and promise of the commensurate joy of the reunion with him that will one day be yours (and ours). Such is the hope that is promised and that we all may endure.

My best love and prayers to you and your family.

WAYNE BROCKBANK

Andy and Liz Andrews are among Linda's and my oldest friends in Ann Arbor and at the University. Over our three and a fraction decades together here at Michigan, we have shared a common bond of love of family life, good times, musical offspring and teaching. It is difficult to imagine not having Andy Andrews down the hall from me and not having our daily chats.

Andy was a model faculty member and citizen of the University. In his professional life he put the good of the School first, always at the head of the line to serve. He did so in all capacities, as great teacher and mentor, energetic program director and as a hard-working committee member who always took the work seriously. His constant

devotion to his students, his colleagues, the University and the School is unexcelled and stands as a standard for us all.

We should all take pride in the fact that Andy Andrews was our colleague and we should strive to emulate his level of dedication.

Linda, our family, and I extend our deepest sympathies to Liz and her family and our heartfelt appreciation for having shared the life of a great friend and colleague.

LINDA AND DAVID BROPHY

I occupied the office next to Andy's for eight years. Andy always impressed me with his energy and enthusiasm; and he never missed an opportunity to say hello and ask how things were going. He would occasionally remind me that we share the same address ("1615"), and made just enough of a deal of it that it seemed that he considered a significant bond between us. Though I don't read other faculties' evaluations, it struck me from the traffic by his office and the conversations I overheard that he must have been a student favorite. He had a passion about his teaching and research that was rare, and my conversations with him always got me thinking that I should be more passionate myself. His passion was contagious. I will miss him.

DAVE BUTZ

I wanted to share some thoughts on Andy. I didn't know him exceptionally well. We never worked closely together nor have I ever traveled with him. But I saw him enough in passing and conversed with him enough during my time at Michigan to know how thoughtful and decent a man he was. Really, when I think of Andy I can't help but think of his ever present—and almost mischievous—smile. When I think about Andy, I think about how he treated everyone he encountered, regardless of their position, education or rank at Michigan with a level of respect and genuineness that is too often rare in today's workplace. Losing a colleague in this way will always be tragic. Losing a colleague as generous and warm as Andy makes this tragedy that much more horrible. It's a tremendous loss to our community. My heart goes out to his family.

BRENT CHRITTE

He was a caring colleague who was incredibly supportive of research. I will miss him dearly.

PAUL DAMIEN

I remember our first day as rookie professors in 1974 when George Siedel, Joe White, Paul Danos and Andy Andrews all went to Dominick's for a beer. In those days he had a distinctly military look, with an almost perfect 'flattop' hairdo and an athletic physique. From the first, I could tell that Andy was an honest, personable and straightforward person, and it didn't take long for him to prove to be a wonderful professor who was both rigorous in a very tough subject area and loved by his students.

PAUL DANOS



I first got to know Andy when he had an office just down the hall from mine. His boundless energy and enthusiasm and refreshing sense of humor brightened up the place, even when we were working late into the evening. He was, first and foremost, dedicated to his students, and totally absorbed in teaching and serving them.

But like many of us, I never REALLY knew Andy until I first served with him as a faculty member of a MAP team! One student team was making a "dry run" presentation of their project and they had included some half-baked regression analysis in their presentation. Knowing Andy's reputation, I was wondering what would happen...

We were not disappointed! Andy went wild.... We all watched in horror as he took them apart piece by piece. The students must have been wondering if MAP was really just a practicum in statistics! Either way, they quickly got the idea that they needed to do the statistics part of this project RIGHT. No slack for making a halfhearted attempt!!

The best part was watching Andy work his magic over time. The students spent a lot of time with Andy in his office, going over their work until they had something that made sense. The next time that they presented, they were MUCH sharper. Their statistics improved a lot, but so did the rest of the project. In the end, their project was valuable to their sponsor and represented the Michigan Business School very well.

We owe a lot to Andy. There is no shortage of smart, dedicated, hard-working people at the Michigan Business School. But very, very few contributed as much as Andy, to causes both popular and unpopular. His passing was a great loss, but it is a compelling reminder of the generous contributions that he made to all of our lives. Andy inspired a lot of people in a very simple way—to say what you think and know what you're talking about. And be careful with those statistics!

DAN DENISON

Andy and I go back a long time. With both of us being friends and admirers of Allen Spivey, we got along well from the start.

For many years, we served together on the Committee of Area Chairs and the MBA Review committee under Paul Danos. Andy's common sense, his commitment to the school and its programs as well as his fairness in debate made him a wonderful colleague who added great value to deliberations.

More recently, I had the pleasure of working with him in the Global MBA Program – Brazil. I admired him for his commitment to the school to take on a task whose challenge, frankly, would have deterred me, knowing something about a country where I had spent considerable time on consulting and teaching assignments. Andy pulled it off, under adverse circumstances, in the school and in a country that had defeated many similar efforts!

I am still in shock. As I ponder this tragedy, I still see him passing me in the corridors (we both shared offices on the 3rd floor), always "on-the-run," or sticking his head in my office to discuss a "Brazil issue" while waiting for the elevator. Indeed it was his powers of persuasion that prompted me to work with him once more in the Brazil Global MBA program in late 2001,

at a time when I had developed interests far away from the school.

Andy, we will miss you, miss you very much!

GUNTER DUFEY

Andy was a gem.

I think everyone who bumped into him was infected by his energy, his charm, his aspirations, his love of the school. We are a better school from having Andy in our midst.

I worked with Andy through MAP. While I was never directly on his team, even two faculty teams away, we were affected by his high standards and zest for the MAP experience. He cared about all of us doing well, and was immensely generous about materials, insights, wisdom—whatever we could use to make MAP better. I hope we can use his model to not only sustain MAP but to learn how to make all aspects our school better.

I always loved to hear Andy talk about Liz and about his family. His face would light up, the smile would start to spread and his step would become buoyant. His love for his family showed in a real lasting glow.

We will miss him and will hold on to his memory and his example and his joy. Our thoughts are with you as we celebrate his life and his legacy.

JANE DUTTON

I didn't know Andy as well as I'd like to have, having only worked with him every now and again on course-related issues. Yet he was one of the first people here to make me feel really at home shortly after I'd joined the faculty, and made an especial effort to get to know me and my work, even though we were in different areas.

One time particularly stands out in my mind. He stopped by my office to ask a quick question about a course, on the way to a meeting elsewhere. Before he left, I realized that there was a research problem he might be able to shed some light on, so I quickly mentioned it. He insisted on having me draw the whole thing out, and then stayed for half an hour to lay out different approaches to solving it, leaving only when the meeting time was upon him. Later, he remembered all the substance of it, and e-mailed remarkably detailed and comprehensive notes on how it might best be approached, basically solving it. It wasn't directly in his area, and I

can't imagine it could have interested him in terms of his own work. Yet he took a lot of time out of a hectic day to muse on it and meticulously write out his ideas.

At that time, I'd only been at UMBS for a few months, and we'd hardly gotten to know one another. What he did seemed remarkable at the time, but over the years I came to realize that, while such behavior might have been remarkable in others, it certainly wasn't for Andy, who was simply That Kind of Person: unfailingly helpful, kind, generous, gracious. He's really a model of what a colleague should be, and will be remembered that way by everyone whose life and career he touched.

FRED FEINBERG

Kent and Susanne Foster remember Andy Andrews as a very kind individual with unflagging support of the Davidson Institute (WDI).

As the staff person responsible for WDI's programs in Vietnam, Kent recalls Andy's active interest in our programs, particularly Vietnam, offering to help on several occasions. Andy attended numerous social functions with visitors from Vietnam. One example that illustrates Andy's gracious spirit was a 1997 faculty visit to Vietnam. The purpose of the trip was to introduce Joseph White and Ted Snyder to WDI's projects in the Hanoi area. Jan Svejnar (newly appointed Executive Director of WDI) was added to the group of travelers. Andy was scheduled to be in Hong Kong teaching for the Executive Education Program and wrote Kent expressing a keen interest in returning to Vietnam with the UMBS faculty group. In the end, the decision was made to limit the group to Joe, Ted, and Jan. Below is Andy's note to Kent upon learning that he probably would not be invited to join the delegation to Vietnam:

From: "Andy Andrews"
<andy.andrews@cmail.bus.umich.edu>
To: Kent Foster <kfoster@umich.edu>
Subject: Re: Vietnam in June (23-28)

Kent, I certainly see why Joe wants a small party. I think there will be plenty of opportunities for me to get back to Vietnam and if it is only the north I'm less interested but still would be willing to go if Joe decided my presence would be valu-

able. I will not intervene in the discussion. Thank you so much for mentioning my interest. Keep me posted.

Andy

After Kent's departure from the Institute in 1999, there were no further programs initiated in Vietnam. Sadly, he suspects that Andy never made it back to Vietnam.

As the staff person responsible for WDI's programs in Europe, Susanne remembers Andy's active participation in the Centertel project in Poland. Andy was very approachable by both the students and the Polish managers. He had a very kind heart and was always willing to help any way he could.

In closing, we just received the Ann Arbor News announcement that Andy's funeral was held at St. Francis of Assisi Church. As fellow Catholics, we'd like to express our sorrow and deepest sympathy to you and your family. We close with a prayer ...

Lord, God—you are attentive to the voice of our pleading.

Let us find in your Son comfort in our sadness, certainty in our doubt, and courage to live through this hour.

*Make our faith strong through Christ our Lord.
Amen.*

Lord, Andy is gone now from this earthly dwelling, and has left behind those who mourn his absence.

Grant that we may hold his memory dear, never bitter for what we have lost nor in regret for the past, but always in hope of the eternal kingdom where you will bring us together again.

*We ask this through Christ our Lord.
Amen.*

KENT AND SUSANNE FOSTER

I've been up here for close to a year and have gotten to know Andy in that time. He was a wonderful man. He would come in and make sure he said good morning to myself and Cheryl. He was also a man who was always on the go! He was busy, but he enjoyed his work! He enjoyed his students. He would let them use his office to make conference calls for their projects. He was always willing to help others out.

Andy also had a sense of humor. Sometimes it was a dry sense of humor. I remember once he sent me an e-mail and he misspelled my name. He had put Tammy (where as I spell it Tami). I didn't say anything to him, just when I responded back to him with an e-mail, I just signed my name as usual. Then I got another e-mail back from him apologizing that he misspelled my name, that he just noticed it. He signed his name "Andi" to be like my name! It was funny. And there would be times he'd just come in and ask me to do something and I'd say I'd do it. And get the answer back to him via e-mail...and once he wrote me back (which I saved): Tami--Good morning!! & Thanks.....nice to have you be understanding when I walk in barking orders without saying "hello" first.....Andy (former Marine)

He never "barked" orders. He would ask for us to do something. He was always nice about it and would be appreciative and say thanks for it. He was thoughtful.

Andy will be missed very much. Everyone liked him—students, faculty, secretaries and anyone who came in contact with him.

TAMI GIBSON

Some remembrances:

1) I arrived at the Business School in 1984. Back then, there was a New Faculty Dinner held in the Union, with assigned seating. I was assigned a seat next to Andy. Throughout the evening, he treated me like someone already "on the team." He was interested in me and in welcoming me—not lecturing, showing rank, or anything of the kind. I now know, of course, how well-liked Andy was by his colleagues. But even then, during my introduction to the School, I could have guessed that. He gave me a terrific introduction to a School that he loved.

2) My first year doing MAP I had just been tenured. MAP was regarded as our "highest profile" program, and faculty were chosen to be on MAP with care. I'm not sure how the other faculty on my MAP team felt, but I was a little nervous: Could I hold my own in the company of the seasoned faculty on my team on a wide-ranging set of business topics? Would MAP be an unenjoyable experience because we faculty members couldn't get along? And I suspect

other “pre-game jitters.” But I was on a team with Andy. I’d never worked with him before. If I had, I probably would have had none of my concerns. When he entered a room, people lit up, and the atmosphere got lighter. When the presentations began, Andy made a few light-hearted remarks that put everyone at ease. From there, it was off to the races. The chemistry on our faculty group was fantastic. Students got twice their money’s worth because of our interest in them and in their projects. Why? Certainly in no small part because, just as it had affected me so positively, “Andy’s way” put everyone at ease. They could perform in a highly supportive environment in which they were expected to strive for excellence. And me? MAP was one of the most educational, enjoyable teaching experiences I’ve ever had.

3) Travel is part of faculty life. But one trip stands out. Andy I flew to Korea for Korean MAP. We missed our connection in Japan and had to spend the night and the next morning in Japan. We rented bicycles from the hotel, and rode for an hour or two in the beautiful countryside, through rice paddies, over bridges. A small event in our too crowded lives at work. But one that I’ll cherish.

Liz and family—my best wishes. Andy was a warm, fun loving, great man. I’ll miss him tremendously, as we all will.

MICHAEL GORDON

Andy always made me smile with his cheerful charisma.

DEBIE GURKIN

Andy brought energy, enthusiasm, controversy, and passion to UMBS. He was an extraordinary teacher; over the years I’ve shared so many of his teaching practices in instructional workshops that he has become a legend on campus. But my favorite personal memories of him are from MAP, where—with his presence—we created unparalleled working relationships and unrivaled learning experiences for our students. I’ll miss him.

ANNE HARRINGTON

Andy Andrews, my good friend of 25 years.

Andy had a great sense of values: he loved his wife and his family and he cared about the world and helping those less fortunate. We spent a lot of time together over the past 25 years and we had a lot in common. Andy recently pointed out to me that we were the only two Vietnam vets in the school. Let me share just three things with you about Andy.

One of the best memories from recreating together:

Andy was a Random Error. In 1988 the Random Errors won the Ann Arbor Community League Softball Championship. Other members of our school softball team were Ted Snyder (Dean of Chicago B. School), Joe Matchek (Local Steel Company), Bob Lipe (U of Oklahoma), Jim Wahlen (Indiana), Jay Ritter (U of Florida), Jim Wheeler (Emeritus - Hawaii); Tom Stober (Notre Dame); Roger Kormendi.

Andy played second base and played it extremely well with the exception of a random error now and again. We had a genuine love for baseball. After the games, win or lose, we would analyze the game over a few beers and try to figure out how to be better than the guys we were playing who were on average 20 years younger and three times as strong and fast as we were. We usually concluded our biggest advantage was to keep showing up with the worst uniforms, looking shabby and old and rag tag, and hoping they would feel the pressure of being so embarrassed if they lost to a team as lowly as the Random Errors.

One of the best memories from working together:

Andy was a part of the School since 1974, and when I came 25 years ago in the Fall of 1977 he was doing a lot of work with our auditing people. Andy was always a closet accountant—his stat sampling materials were well received by Ernst & Ernst/Ernst & Whinney/Ernst & Young. We traveled together many nights to Dearborn to teach at the Village Plaza facility on Michigan Avenue. Andy and Rick Boley introduced me to Millers—the best hamburger place in the State of Michigan and beyond. One year we were teaching in Dearborn together on the same night as Chip Klemstine. Chip had just been recalled from Notre Dame because he had not finished

his thesis and they could not renew his contract there. We were riding together at the start of that term. Andy and I started poking around about Chip's thesis. We realized he had been bumped around from Chairman to Chairman without making much progress. We read his research and decided it was close to being a good complete piece of work. We badgered him weekly after that, getting Chip to do the little remaining work we felt needed to be done and we saw that he completed and defended his thesis within the year. We felt good that Chip would now be able to go get a job as an Auditing professor at many outstanding universities. Of course, Chip fooled us both and stayed on here as a lecturer instead, turning down many opportunities to go elsewhere. As most people know, Chip has been one of the most popular and well-liked members of our faculty ever since. He has earned a Michigan Ph.D. in accounting and is teaching at Michigan—something many other accounting Alum are envious of. Andy and I always felt good about our part in that accomplishment.

A memory about Andy and Liz together:

The picture of Andy and Liz is from the Millennium party we had at D'Amatos at the end of 1999.



In April I hosted a birthday dinner for my wife Barbara and a few of her closest friends and Liz and Andy were there. We had a small room in a restaurant downtown and we acted up like we were young kids all night. We laughed so hard our cheeks hurt at the end of the night. At one point we went around the room and each of us talked about what we thought was "romantic." Andy talked about how he and Liz thought it was fun to meet at an airport someplace, arriving on different flights for a romantic encounter. Andy

and Liz just celebrated their anniversary this way on the northern beaches of Brazil. I will always remember and be thankful for that night.

GENE IMHOFF

I didn't have the luxury of knowing Andy for long but I had the privilege of working closely with him for the last year. I was introduced to Andy as someone who might be able to suggest a solution strategy to a complex analysis problem. When I explained what I was trying to accomplish, not only did he have a suggestion, but he was really excited about the problem. Although this may not seem momentous to an outsider it meant the world to me! I had just finished my first year at U-M (a place that can be very intimidating) and can't count the times that colleagues, who weren't really familiar with my work, had suggested that I refocus my research in a more mainstream direction. The enthusiasm that Andy showed and the guidance he provided could not have come at a more opportune time. I remember distinctly saying to myself, "Finally, someone who understands what I do and can appreciate it!" I no longer felt like a fish out of water!

The work Andy and I collaborated on has been submitted to *Management Science* and has been well received by colleagues knowledgeable in the auction theory and design area. This paper will be my tribute to Andy and it is my heartfelt goal to see it published!

One of Andy's last e-mails to me was to say that he was glad to be going to Brazil where I couldn't bug him for a month or so...getting the paper ready to meet a deadline was a flurry of activity. I felt guilty for about five minutes until the follow-up e-mail arrived indicating that he was teasing me and looked forward to working together again soon. We were excited about plans to expand our methodology to other areas. I regret that without Andy's help and guidance those areas may remain unexplored. Not only have I lost a friend and colleague but science has suffered as well.

If I could say one thing more to Andy it would be to express how important his support and friendship was to a struggling junior faculty member. He made a difference!

JONI JONES

I knew Andy quite well, and I have felt strange trying to say something about him that would even come close to doing justice to his memory.

The one thing I can say about him is that, over a span of 17 years, he was always a straight shooter. A very very rare trait indeed. I trusted him unconditionally.

GAUTAM KAUL

The Friday morning before you went off to Heaven, you were so busy, frantic and in such a hurry to leave. As your usual style, you were giddy with your hurrying, and practically stuttering as you thought of last minute details that you may need to take care of. You came to me needing all of the usual last minute things, all the while thanking me, probably not realizing how rewarding it always is for me to be able to help you out. Amidst all of this, you stop running around my office, and spend 20 minutes asking me about my son (whose name somehow you always remember), and tell me about what it was like when your kids were his wonderful two years old, and you tell me how great it was for you, and how much I will enjoy it.

What I remember most about that day, was not even so much what you said—for Lord knows I wish now I could remember all of it now—but how peaceful you were when you said it. Here is this man, so busy, having so much important “big” type stuff in life to do, and yet you could stop and relax long enough to tell me about how great my life is going to be through my children, as you have found it was with your own.

You are a phenomenal man Andy, and we sure do miss you, but I am sure God can always use extra guys like you in Heaven who get things done. Our loss is his gain. Thank you so much Andy, for the chance to listen to your wisdom, and to know someone like you with enough charisma to light up a room, and all of those in it, I know I sure feel brighter from being around you.

CHRISTY KING

Great Memories of Andy

Connie and I had the great fun sitting next to Liz and Andy for about fifteen years at the Michigan basketball games.

We will always remember Andy for his insights into the problems of the team and coaches. Andy

knew far more about setting a good pick than any coach we have had lately.

In addition, it is clear that Ed Martin would not have dared to come around the players if Andy had been in charge. He had far too much strength and integrity for this to happen.

This is how we will remember Andy: as a person with a great sense of humor, with great strength of personality, and with high integrity. We will miss him tremendously.

We give all our love to Liz and family.

CONNIE AND TOM KINNEAR

Since my office is not at the School, I don't have a daily opportunity to interact with the faculty. However, I did have the pleasure of having contact with Andy well over 10 years ago on some aspects of my international activities in Poland. He was very responsive at the time. What struck me as particularly memorable, however, was that since that time, whenever Andy would see me at the School or on the street, he would make it a point to stop, say hi, remembering my name and ask me about what was going on with my programs. There was a genuineness and sincerity in his interactions that is not always common at the U. He was a very warm human being with a great interest in people.

MARIAN KRZYZOWSKI

Thinking these last few days about what Andy meant to me, I wondered why I could not easily put into words the influence he had. Maybe it's that over the twelve years I knew him, we met in different contexts—as office neighbors, teaching a common course, or traveling together to Brazil. One view of Andy would combine with another to produce a partial, but evolving, picture that reflects who he was—a complex man with wonderful, often hidden, traits.

I first meant Andy when I arrived and was assigned an office on the third floor. He introduced himself, but unlike the usual brief encounter, he was honestly curious about what I did. He offered comments and suggestions and talked about his own work. He was truly an academic colleague, mentor, and friend.

Later, Andy and I found ourselves in MAP and although we were never on the same team here

in Ann Arbor, we often had spirited discussions about MAP and the role of the faculty. This was my introduction to Andy as teacher. He was insistent that students deliver a first-rate product, but, more important, that faculty provide the tools and counseling they needed to do so. Andy won most of these debates; I lost the rest.

Even so, Andy was truly a Bayesian. If he saw data (Andy was very fond of data) that indicated a decision should be changed, he would say, very simply, "I was wrong." He did not have to say this very often because he thought carefully about what was best for his students and their education. He took no short cuts and allowed none to be taken. He was a dedicated teacher who also led his colleagues. By his example and with his help, we became better.

More recently, I worked with Andy in Brazil and saw still another side; he had fun teaching. On my first day in Brazil, I went to the classroom late in the afternoon and found that Andy had made caipirinhas for the students at the end of the day. Although a taskmaster, he had clearly earned their love and respect and they all joined in critiquing and complimenting his skill.



As another Andy touch, he decided that this year, we would coordinate the color of our ties with the color of the paper used in the MAP kick-off presentations. For that reason, I will think of him whenever I wear this tie, \$8 in Brazil, now priceless. The time in Brazil with Andy was my favorite because with dinners, travel, and time in airports, I got to know him as loving husband, father, and grandfather. I heard about a van trip to California with David, Thu Lan and his grandchildren, about listening to Dan's musical performance on a cruise ship, and about Martha's work in Boston. In my last personal conversation with him, over video from Brazil, he spoke of a

weekend just past in Buzios with Liz. He said it was absolutely wonderful.

So this is how I remember Andy Andrews—helpful colleague, mentor, and friend; dedicated, passionate, and fun-loving teacher; and completely devoted to his family. I am grateful I knew him.

BILL LANEN

Andy was a good friend and colleague. I often told him that he was wasting his talents trying to teach statistics to business school students: he could have been a great general, CEO, or talk-show host. Those three occupations pretty much spanned Andy's talents. But he had a passion for teaching statistics, though his students learned just as much about leadership, responsibility, and integrity. I am much too sad to say all that Andy meant to me. One impression shines through the gloom. Andy always gave more than he received, and I will miss him sorely.

PETER LENK

The loss of a colleague, and even more a friend, diminishes our own lives, and this is especially true of Andy's passing. I did not work closely with him inasmuch as our disciplines are disparate. But over three decades I chatted with him countless times at the water cooler, in hallways, and in the faculty lounge. Invariably, he had a warm, friendly greeting and displayed the light touch mentioned at his memorial. The last couple of years he also would inquire about my health, knowing I was battling cancer. A thoughtful, caring man.

I also was impressed by the multiplicity of Andy's university assignments, and at how well he handled them. A genuine asset to the school, he was universally esteemed. Some of us, when we retire or die, will be minimally missed. Andy's departure leaves a void. I'll remember him affectionately for as long as I can remember anything.

DAVID L. LEWIS



I was coach of the Random Errors softball team for a while, particularly the one year we won the city championship.

It has been a while, but I remember Andy as a real gamer - he liked to compete and do well, but he was always upbeat even if the score was not going our way.

A few young studs like Jim Wahlen and Ted Snyder generally got a lot of respect from the opposing teams when they came to bat. Andy did not elicit the same level of fear when he stepped to the plate. However, opposing pitchers soon realized their folly in underestimating Andy, he was adept at slapping line-drives into any available opening in the field.

Perhaps that is what stands out about Andy. Because of his easygoing style and kind demeanor, it was easy to underestimate him. However, anyone who did so would eventually realize they made a big mistake.

BOB LIPE

I met Andy through the Global Leadership Program where he was a participant and later worked with him on the Global MBA program both in Hong Kong and Brazil. We traveled to Hong Kong and Brazil together several times, I spent dinners (and drinks) with him and Liz in these countries and when I lived in Ann Arbor I was only a few blocks from his house.

To me Andy was a friend, a colleague and a mentor. Andy was not what you might think of when you thought of Statistics. He was passionate about his field, his school, his students and his opinions. He also had a reputation that he was hard to work with, but I always found him to be energizing. Sometimes when he felt strongly about

something he would blow up, but you could always count on Andy for being man enough to say he was sorry or out of line (if he was).

Andy worked hard, but when he traveled he always felt it important to learn about the local culture. He always learned a few words of the language, took in a local restaurant, shared meals with the students, and did some sightseeing. This appreciation for the local culture always endeared Andy with the GMBA students. They always told me that while they thought Andy was a tough professor and that he was sometimes stubborn, they knew he cared about them, their situation and their country.

When I thought of applying to business school, Andy's first words were "Both the school and I are going to miss you, but I think you would be great in business school. Do you need a reference letter?"

All my best Andy!

MARTIN MCDERMOTT

Although I had known him only through hallway asides in earlier years, it was in 1994 that I came to know the real Andy Andrews. He was that year's Business School participant in the Global Leadership Program and I was on the faculty. Some recollections:

We washed dishes together for what seemed like hundreds of hours on Hurricane Island, this splendid place 10 miles off the Maine coast, where everyone must fend for themselves and even faculty pitch in, after a grueling day of team-building activities. Andy was always the one pumping up his teammates, encouraging especially those who seemed least confident, and always energizing all. I later learned this was Andy—whether in smelly clothes on a remote island or in his classroom. He brought out the best in people.

Two weeks later, we met up in St. Petersburg, Russia, in a bar that reminded us both why we have health codes. (The beer bottles were far cleaner than the glasses—and Andy still had to wipe off the bottle necks with his handkerchief before he'd let us drink!) I had flown in from Beijing and Helsinki, late and exhausted. And Andy's small Russia team had already headed off for dinner. I caught up with Andy & Co. in a corner booth in this dark and dreary bar with, sure enough, Andy holding court and marveling

at how easily he was getting along in that distant, mysterious and very foreign land. "Going global" wasn't the big obstacle Andy had previously feared. We spent the next two hours simultaneously dozing off and talking about life, families, the world. But Andy a grandfather? No, too young, everyone agreed. It took his passport and pictures from his wallet to convince the group. Even the waitress, a stern politburo flashback personified until then, came over to look and immediately mellowed. She called the bartender. He grabbed some truck driver from the bar. These Russians who had glared unwelcomingly at us for hours, were suddenly smiling and laughing with us. And Andy made that coming-together happen as, I later learned, he often did for all kinds of people.

A few days later we were on the all-night train to Moscow, which in newly independent Russia was like a stagecoach ride in the American Old West. We had heard horror stories about routine robberies on board, but assumed them to be exaggerated. Andy encouraged me to err on the side of safety, so we spent thousands to hire a pair of former KGB, ex-Special Forces body guards as private security for our group of seven on the train trip. These guys made Andy look tiny! At least 6-foot-5 or 6-6 each, well over 250 pounds, muscular, dressed all in black—with bulges in all the scary places. As they flanked us walking through the St. Petersburg train station, Andy leaned over and said, "Now I know how the President must feel." We slept without incident in our traincar that night, the guards posted at either end of the car, and all seemed peaceful. At sunrise, I even questioned the extravagance of the guards, but was quickly reassured when, at Moscow station, Andy ran into some Americans he had met in our hotel in St. Petersburg. They had ALL BEEN ROBBED on our train! Andy and Andy were apparently the only Americans on board who were not robbed at gunpoint. We gave the less fortunate Americans some money and things at the station, but as we walked toward our car, the other Andy showed the confident, knowing smile of a wise man: Andy Andrews was a man of the world.

Andy and I spent more time together in those weeks in 1994 than before or since. But in such stimulating and unforgettable experiences, you get to know a person in a way that is real, and

in a way that seems to transcend time. Our hallway glances afterward always conveyed that.

His passing is so sad. Yet, because it was Andy, recalling his life and our times together can only bring memories of joy. I will always be grateful for having known such a fine human being—and for having shared in a bit of his life's richness.

ANDY MCGILL

I heard about Andy's death last week. It is awful news. I am very sorry for his family and for the school. He was a wonderful person.

I had the pleasure of working with Andy many times—on school-wide committees, as a teacher in the Brasil program that he coordinated, and on a PhD dissertation committee that is currently in progress. Andy was a joy to work with because, in what were sometimes very political situations, Andy did not play politics. Instead, he was committed to the interests of the school and of the people he worked with.

Andy has a long list of strengths. He had an outstanding ability to get directly to the point and find solutions. He was able to see the big picture, while willing to work tirelessly at the details within the picture. He was tough-minded about holding people, most particularly himself, to high standards. He was willing to look outside his own discipline of statistics to encourage research and teaching that bridged disciplines. And, I think most importantly, he was kind—he truly cared about his colleagues and his students.

I have many memories of Andy. Perhaps the most relevant concerns a doctoral student. We had an applicant to the strategy PhD program who had become friends with Andy after taking courses from him in our MBA program. Andy wrote the applicant a letter of reference and also came to see me. He said that he didn't know anything about the student's fit with strategy research—that was our judgment—but that he knew this was a good person, who had deeply-held interests both in doing research and in using his research to help develop business education in his parents' home country. He thought we should know that those goals were important. We agreed—and, fortunately, the applicant was a strong student as well as a committed scholar—and admitted the student.

Andy's insight was right—the applicant has turned out to be a very strong member of our program. Most notably, though, Andy did not simply drop his interest once the student joined the program. He stayed in touch with his research development and joined his dissertation committee. Even though the research was outside Andy's core field, he then played a central role in helping the student initiate an outstanding thesis—academically rigorous, empirically thoughtful, and completely relevant to business development in emerging economies. This combination—of academic thoroughness, judgment about people, caring about economic development beyond the bounds of simple business profitability, and personal commitment—was the core of Andy's contribution to Michigan and the people he worked with.

WILL MITCHELL

I have only been at UMBS for 2 1/2 years. While I didn't directly work with Andy, or know him personally, as a faculty support member I had many opportunities to greet Andy in passing, or talk with him on the phone. I do not have specific instances to offer, however, I would like to add that my contacts with Andy were always very pleasant. I found him to be insightful and very warm. The impact he had on the lives and life in this school seems immediately evident.

SUSAN MOSS

Andy Andrews was simply special. He made you feel like a colleague and a friend, even if you found it difficult to define yourself that way. As a member of his community, he drew you in from the periphery. He always smiled at you. He always remembered your name. He always engaged you as an equal. He represented the best in all of us, and shared it with humility.

ELSIE ORB

Though I am a visiting faculty for the last few years, a few doors from Andy's office on the same floor, he always warmly greeted me when he passed by. I came to know him better in the Fall of 1999, when he requested me to allow a student from Brazil to attend my classes as an observer for the whole semester. He thanked me profusely after receiving compliments from the student. Andy

also drove me to CP when we were both teaching evening classes at that location.

I was amazed at his depth of knowledge in Finance, though it is not his functional area, and for his inquiring mind in asking brilliant questions. He will be missed very much. Seeking knowledge is the best form of appreciating the creator. Thus, I believe Andy will be in the highest rung in the ladder of eternal life.

MAHMUD RAHMAN

Andy Andrews cared about the University of Michigan Business School and the students. I began working in the Business School in 1970. Andy arrived in 1974 so I knew him for a number of years. When he was area chair of SMS, I worked closely with him on the scheduling of classes. Even after he was no longer chair, Andy would stop by and chat. He always cared about who was teaching the core classes and if they didn't go well, he would teach it himself the next time. Andy cared so much about his teaching he would become angry if something went wrong with the equipment or if the person before him didn't get out of the classroom quickly enough and he would storm in to complain but would calm down and we would have a good discussion about whatever the problem was.

My son Tony worked in the Business School while he attended college at Eastern in the early 1980's. He sorted mail, delivered packages, helped faculty move offices, etc. When I told him about Andy, Tony said that Andy always stopped by and chatted with him when he was sorting mail. Tony and I would sometimes be at basketball games in seats next to Andy and Tony and Andy enjoyed discussing the game and players.

Andy was one of the faculty in the Business School that I enjoyed working with in my many years there and I will always remember our talks.

KAREN REUM REYNOLDS



I thought I might mention what I was doing when I found out the news about Andy. On Wednesday morning, I began preparing for some talks I am giving at a conference later this week on international teaching. One of my talks is about our Global MBA in Brazil program. I decided that it might be more interesting if I demonstrate how we handle distance learning with a live connection to our GMBA website. I went into my business law course, from 1999, and clicked on the video stream from the first day, to see what I might use for my demonstration. That video was one of Andy, introducing George Cameron and me, with his eyes above his glasses, and make a joke about introducing the oldest of the pair of us first. While I was watching the video, with Andy smiling right at me from the monitor, I heard that sound the computer makes when a new message comes in. That new message was the message Sue sent about Andy that morning. I haven't looked at the website since 1999, but I just happened to be looking at Andy's video on the website when I got the news. In retrospect, it is really a nice memory of him - when I think of him, I'll always remember that smile.

CINDY SCHIPANI

When Ann and I first heard about Andy Andrews' death, we sat down and looked at each other and asked ourselves whether it could actually be true. We were out of town, heard the news in a round-about way, and hoped and prayed it might somehow simply not be true. What an incredibly premature loss of a unique individual it turned out to be ... a fine colleague, a co-worker, a bon vivant, a high-energy guy, "a point in the high tail of the distribution," as a Statistician (such as Andy) might say.

Our friendship with Andy and his wife, Liz went

back into the 1970s. Andy joined the Statistics and Management Science (SMS) group at the Michigan Business School in 1974. At that time there was not yet a Computer and Information Systems (CIS) group, and we several CIS folks were housed within SMS. And so there was a lot of close contact with Andy during the SMS group meetings. Above and beyond that, the Business School faculty was then less than half its present size, and there was a great school-wide faculty esprit d'corps and mingling at the social level, so "everyone knew everyone" not just as professional colleagues, but also in terms of spouses and children. The Andrews and Schriber families had much in common and were particularly close, especially in those early years of young children and family formation.

Andy was a crackerjack applied Statistician, and the use of statistics was critical in my special-interest area, discrete event simulation. This gave me the motivation to get Andy interested in discrete-event simulation, and led to our collaboration. Our work began with a series of discussions and debates about what the framework of a well-designed simulation study should be. Andy came to understand the "big picture" of simulation in this way, and I gained a deeper understanding of the role that statistics could play in various aspects of a simulation study, especially with respect to the analysis of simulation output. Our conclusions were of broad interest to the simulation community, and culminated in a 1981 *Communications of the ACM* article entitled "A Conceptual Framework for Research in the Analysis of Simulation Output."

Andy and I then started a research project on the use of ARMA (Auto Regressive Moving Average) models to analyze correlated outputs from discrete-event simulation models. This joint work on the ARMA project had some interesting twists. In retrospect, computing was still very much in its infancy. The University of Michigan was in the vanguard of computing, but "visual editors," nowadays routinely taken for granted, were just beginning to emerge. Visual editors speeded up the process of model development and debugging enormously. The "Computing Center" on the North Campus had about ten or twelve terminals that supported visual editing. But these terminals were in high demand, and it was first-come, first-served. How could we get one of those terminals when we wanted one? It was summertime. The

plan we devised was that Andy would pick me up at 6:30 a.m. on working days, and we would go to what was then the Bluebird Café (north of the Broadway Street Bridge) for breakfast. We'd then be at the North Campus Computing Center by 7:45 a.m., when a few of the terminals would still almost always be available. And we would then model and compute to our hearts' content, usually staying there until well into or even well beyond the dinner hour. Time stood still for us in that environment. This didn't always go down well with Liz and Ann, but that is the way it was.

An aside here is that Andy and I greatly enjoyed having breakfast at the Bluebird Café, because it made us quite closely aware on a day to day basis of people we'd never normally run into: trades people who started their day with breakfast at the Bluebird. We'd predictably see the same people there, day after day, struck up conversations with them, and laughed and joked with them. We got to know them a bit, and they got to know us a bit. This provided interesting insights for us into a part of the non-academic side of Ann Arbor.

Andy and I presented our "Bluebird Café ARMA work" at the Winter Simulation Conference that December. We then further developed it to the point that it was published in 1984 in the *American Journal of Mathematical and Management Sciences* under the title "An ARMA-based Confidence Interval Procedure for the Analysis of Simulation Output."

As a result of his involvement with discrete-event simulation in those years, Andy became active in the annual Winter Simulation Conferences (WSCs), which are the major annual simulation conferences for the professional community with interests in all aspects of discrete-event simulation. With his people-oriented personality, his statistical expertise, and his remarkable ability to explain complex topics in clear and exciting ways, Andy soon became a well-known and respected member of that community. Andy's research interests eventually migrated toward quality control issues, and over time he stopped attending the Winter Simulation Conferences. But even to this day, years later, many people in simulation remember Andy and pull me aside at the WSCs to ask about him.

One of Andy's great gifts was his ability to teach. That gift to Andy is one that he loved to share with his students, and his students loved

him for it! It wasn't just that Andy could explain challenging concepts in understandable ways. It went well beyond that. Andy had a great classroom presence. He could make statistics be fun! The key to this seemed to be that he interjected great humor into the process of talking about the principles of statistics. He could make students laugh on the spur of the moment. His lighthearted but deep-down serious approach to the "dry" topic of statistics was appreciated by the generations of Michigan MBAs who were privileged to have him as their professor.

On the other hand, Andy could be very tough in the classroom when it came to discipline. He would not put up with students who didn't give him their full and serious attention. Just a year or so ago he dressed down an Evening MBA Program student so thoroughly in the classroom that the student complained to another student during the next break, "What does Professor Andrews think this is anyway, the military?" The other student, who happened to know Andy's background, then explained that Andy was a graduate of the United States Naval Academy and knew a thing or two about discipline, respect, and the fine art of dressing someone down. It is interesting to imagine Andy himself probably being dressed down on a few occasions when he was a plebe at the Naval Academy. But there was probably no dressing down of Andy after that. He took his commission in the United States Marines, and his tour of duty included thirteen months in Vietnam.

In terms of Business School life, one of my small joys was to be on committees with Andy. Why would that be a joy? Because Andy was so refreshingly and unabashedly honest and sometimes controversial! He told it like he saw it. It didn't matter that Andy's thinking might run against what seemed to be shaping up as the consensus committee thinking. Andy was capable of flat-out saying, "No, no, I disagree." On such occasions, Andy used his clever humor and ready smile and easy laugh to put everyone at ease (to disarm everyone!), and then came out with his view on the topic of conversation. Everyone listened carefully to Andy on these occasions. He could tell you something you didn't want to hear, something that it might even be painful for you to hear, and make you laugh in the process.

Another small joy was to run into Andy in the halls or, better yet, spot him coming down the hall

in the direction of my office when I was sitting there at the computer, but with my door open. On those occasions I would always invite Andy to come in if he could for a few minutes to get an update on his take of things that were happening around the Business School. Andy was simply the kind of person you were always delighted to talk with and have in your presence. His presence had an electrifying effect. You hated to see him go.

One of the things Andy and I liked to do in recent years, when we could, was go over to Dominick's at the end of the afternoon in good weather for a beer and a chat. Those chats have been put on hold for a while. Although I'm happy to bide my time, I look forward to the prospect of taking up those chats again eventually.

TOM SCHRIBER

Andy Andrews was quite a guy. Even though he didn't have direct responsibility over me, and I mean that by the hierarchical structure that makes the Global MBA function in Brazil, I always considered his opinions of great importance and always tried to match my objectives to his, which was usually the best objective for the UMBS in Brazil. When we first met, I didn't know that besides being a Statistics Professor, he was also an Academic Director for those students. I could see the strength of his actions, the clearness on his decisions, but most of all, the attention he paid to everyone around him, helping with problems, criticizing wrong behaviours and praising accomplishments. On his last trip to Brazil I had the chance to get to know him better. My girlfriend and I, Liz and Andy went out to dinner at Figueira. I was astonished to see the level of intimacy we reached, through the experiences we shared; which just showed to me that he cared. An individual with such a complex mind and thoughts could at the same time be so simple, and caring.

He always asked the most out of everyone working with him, in a very peculiar manner. He couldn't stand having any imperfection on what he did nor on any service that the UMBS provided anywhere in the world. His words were encouraging and often gave me extra strength to do the best I could too. Now among my co-workers all I can hear is: "Let's keep Andy's standards and do our best!" What I understand by "Andy's standard" can be translated in one word: PERFECTION. I

know it is very rare to find someone who is dedicated and extremely competent as Andy was, and those were qualities I always looked up to and always will. Not to mention his extraordinary sense of humor that made life in the office always so much easier. Andy will be in my heart and my mind forever. He sure was a "SUPER" guy.

RENATO SECOL

My lasting image of Andy Andrews is that of thirteen year old boy who had somehow managed to negotiate his way into the body of a marine officer.



The marine was the man who you met a business meeting. Honest and direct, he always put the interests of the group and the institution ahead of his own. Right or wrong you never had to wonder what Andy was thinking, you just had to ask. He'd tell you straight—and perhaps more than you cared to hear if you happened to have a differing opinion. Whether you agreed with him or not, however, it was always a pleasure to share work with Andy on a committee or to collaborate with him in the classroom.

The boy in him was even more delightful. As the nun's would say, "Andy had the devil in him." There was an eternal twinkle in his eye and with any encouragement at all a broad smile on his face. For our annual "boy's night out," you could always count on Andy to be available and to participate with enthusiasm.

Whether a hockey, baseball or basketball game, his demands were predictable—a good scotch and a cigar to cap off the evening. A quite conversation with Andy would turn eventually to the loves of his life—a girl named Liz and the children and grandchildren that they shared. He was intensely proud of her and them.

They say that “you never make friends again so good, as you did when you were thirteen.” While we didn’t meet until we were thirty-five, Andy made me feel like I was thirteen again.

DENNIS SEVERANCE

Dear Liz, David, Dan and Martha,

I have so many fond memories of Andy that I hardly know where to begin. Here are just a few that immediately come to mind:

Arriving in Ann Arbor as an assistant professor in 1974 and meeting Andy for the first time at Dominick’s for coffee. I was delighted to discover that my new colleague possessed a unique combination of professionalism, a down-to-earth style, and a zest for life.

Getting together in England during our sabbatical leaves twenty years ago. I especially remember one idyllic Sunday afternoon when our families drove together deep into the New Forest near Southampton to visit an ancient pub.

Faculty poker parties. Andy was a major instigator of these parties and often brought cheap cigars that were so horrible that some faculty members refused to hold the parties in their homes.

Sharing Christmas with your family. One of my family’s favorite memories is Andy’s focus on the true meaning of Christmas during these gatherings. He looked almost Dickensian when put on his half-frame glasses to read A Christmas Carol or the Christmas story from the Bible during these gatherings.

Watching Michigan football games on TV and throwing a football around with our kids during halftimes. This is the first memory that Joe recalled when I called to tell him that Andy had passed away.

Our annual ritual of dividing the Michigan basketball tickets that we shared. We each tried our own version of game theory to try to bid on the best games—but I was no match for a professional statistician.

I had no opportunity to work closely with Andy in the classroom until 2000, when he was my lead-off faculty member in the AT Kearney Program. He brought his usual enthusiasm and joy of life to the program. I have three specific program memories that characterize Andy. First, when Andy opened the program, he established an immediate bond with the participants through his direct, common sense approach to complicated teaching material. Andy had a rare combination of being able to argue forcefully and talk tough—Marine-style—while completely putting the participants at ease.

Second, Andy became legendary during the program for his trips to Hazel Park Raceway. He would visit the racetrack the evening before our group trip (I believe with you, Liz) to gather data. He would then use logistic regression to predict the winners. Inevitably, the participants (and Andy) lost a lot of money when they placed their bets using Andy’s predictions—which made the evenings especially memorable. His choice of clothing, which caused him to blend in with the Hazel Park “regulars,” was also a hit with the participants.

My final memory is from last year, when a former participant returned to Ann Arbor. She told me that whenever she uses a statistical technique during a consulting engagement, she hears Andy’s voice explaining the technique. I am sure that Andy’s friends, colleagues and students—like this consultant—will continue to hear his voice and that his spirit will live on through the thousands of lives that he touched in such a positive way.

GEORGE SIEDEL

Andy’s former role as a military man never completely left him. He was an officer in the school’s mission to teach, to develop people, to globalize, and to do great things. Andy understood the sense of the team and his role in it.

Kim and I feel a great loss and wish Liz and their children the best.

TED SNYDER

I have only been here at UMBS since the fall, but I remember Andy as being one of the most welcoming of the faculty when I arrived, even though I was in a completely different part of the school than Andy. I remember going to

the reception at President Bollinger's house in the fall soon after arriving. Andy spotted me, introduced himself, and made me feel right at home, telling me about the Global MBA Program and other things he was involved in. I had the opportunity to then work more closely with Andy as a MAP faculty member. He provided a wealth of best practice information for a newcomer about how to be successful in MAP. I always listened carefully to Andy's ideas because I knew they were of substance. I will have fond memories of my MAP experience that will carry me into future years as a MAP faculty member. But it won't be the same next year without Andy.

GRETCHEN SPREITZER

I worked with Andy for about 9 years as his faculty support secretary. During those 9 years Andy became a good friend to me. I will truly miss his laughter and jokes and the way he used to holler out what he wanted me to do for him as he walked away from my desk and down the hall to his office. When I was feeling down due to some personal problems, Andy always noticed and would ask me what was going and would be there to listen.



He was a very caring person, and spoke highly of his family. He was also very proud of his grandchildren. I remember him coming out and giving me the website so that I could see the newborn picture of his latest grandchild at that time. Things will never be the same in the 3A area, but the memories of him will always be with me.

CHERYL STRICKLAND

Andy was a uniquely positive force here at the University of Michigan Business School. I can still see him in his suspenders, running here and there, always ready to share a smile and quick hello. Andy was a great supporter of my work, especially after I first joined as an assistant faculty member. He was always encouraging me (and other assistant professors) to move forward with our research.

I was lucky enough to work with Andy in MAP for two years. It was great fun. I'll never forget the end of year faculty party at Andy and Liz's. It was the first time that I had ever played a game at a faculty party and it was a blast! We played the "name the color of the yarn game" and had the best time. I think of that party as being one of the best parties I have ever attended, and I have mentioned it with glee to several people over the past couple of years.

During the past four months I once again had the chance to work with Andy as we were members of the same MAP faculty team: Team 2. (And yes, I was lucky enough to attend the end of the semester party at Andy and Liz's where we played the yarn game.)

Andy was an indescribable team member. He was always willing to go the extra mile to make the teaching experience a successful one both for our students and for the faculty. He was ever encouraging. He just wanted us all (both our team and our students) to be the best we could be as you can see from the e-mail I have appended below. Andy was tireless in promoting UMBS and in wanting this to be the best business school ever. I am so grateful for having known Andy and I know that I (and the school) will miss him immensely.

From: Andrews, Andy
Sent: Tuesday, March 05, 2002 4:12 PM
To: MAP FAC 2
Subject: KICK-OFF & ENDING PARTY
TEAM 2: Great job with kick-off...Paul said it was probably the best ever & I agree. We had planned to have the ending party the Friday night after we grade on Friday morning...that is Friday 26 April.....BUT....I just found out that UMBS GRADUATION at Chrysler is that night... Friday 26 April, & it is not wise to hold a faculty party at the same time that the Dean is trying to get faculty to attend graduation & it may be my

year to attend, so let's move our MAP party to SAT night 27 April....I hope that works for all. More later....Andy

KATHLEEN SUTCLIFFE

I came to know Andy when I assumed the Directorship of the Davidson Institute in 1995. He immediately struck me as a gentle and warm person, and we naturally became friends. Andy, like you, was a founding member of the Institute and remained a very close faculty associate. Recently, we served on several Ph.D. committees together and I really came to appreciate Andy's great intellect and ability to help students. In sum, Andy was wonderful person, fine statistician and a terrific colleague that will be missed by all of us.

JAN SVEJNAR

I knew Andy for 25 years and over this quarter century I spent many hours with him working on various activities, as well as socializing. My favorite period with him was the seven intensive weeks we spent together on a MAP team five years ago. It was a fantastic team which included Jeff Edwards and Shannon Anderson. Andy was his typical self: tough, energetic, supportive, friendly, funny and challenging. He had high expectations of himself, our students and the rest of his faculty colleagues. This seven weeks was one of the most gratifying and enjoyable experiences of my career, in large measure because of Andy.

Andy was a genuine person. There were no hidden agenda, just straightforward "this is what I think about that." He thought and cared a lot about the world around him, whether it was statistics or having an Outward Bound experience in an open boat in the Gulf of Mexico with Liz. He loved life, his family and his many friends. I hope he felt that he received a lot of love in return.

Andy was a wonderful colleague and friend. I will miss him.

BRIAN TALBOT

Andy and I were in different functional areas but we would encounter each other in the halls, elevators, faculty lounge and occasional social events. These were always pleasant encounters as Andy was a very considerate and pleasant person. We're going to miss this nice colleague and friend.

VERN TERPSTRA

I don't have a specific story to share but here are some memories. After I became Chair of the Finance group, Andy came to see me to tell me about the Brazil program and to enlist me to teach in it. I was struck by how passionately he cared about the program and how diligent he was in recruiting faculty, laying out expectations, and creating a sense of excitement about teaching in the program. I also interacted with Andy in the MBA Review Committee the last two years and was struck by the very thoughtful and constructive role he played. For example, last year when we were discussing how the Finance Core could be moved to the Fall, I was anticipating a long-drawn out debate about what we could move to accommodate Finance. Andy cut that short by saying that he thought Statistics could move to make it happen because this was in the best interest of the school. He left the meeting to run up to Peter Lenk's office to check came down and said it was a done deal. End of discussion! He was also the most passionate articulator of the MAP viewpoint on the committee, always insisting that we put our best and most senior faculty in MAP. He was a person whose dedication and love for the school will always inspire me. I will miss him greatly. I view it as a great personal and institutional loss.

ANJAN THAKOR

Andy has been a very close and wonderful friend to me for the past several years. I first came to know him several years ago when we were on a faculty MAP team together. He was so dynamic and full of energy! He was also intimidating and demanded excellence from not only the students but also from us as the faculty team.

At one point during the process, I thought the faculty team was ignoring an important communication issue. I decided to gather my courage to see Andy about the problem, hoping

to get his understanding and support. What followed was a wonderful “discussion” about the value of communication in general and in writing reports specifically. Andy thought I was putting too much importance on a trivial issue. We never did come to an agreement on that occasion, but I was always grateful afterward that I had “bearded the lion in his den” because Andy became a friend. He gave me support and motivation for many of my challenges here. He was always someone I could talk to for a reality check. The fact that Andy seemed to take communication for granted was ironic because we all know that he was a superb communicator, a fact to which thousands of present and former UMBS students will attest.

I will always treasure my friendship with Andy, and I am heartsick at his loss.

JANE THOMAS

You meet a lot of people in your life—and every once in awhile, you meet someone extraordinary. Andy Andrews was an extraordinary human being.

I met Andy in MAP many years ago. Let me set the context. The *Business Week* surveys (which called upon us to think of our MBA students as customers) were in full swing. Many of us took this as an opportunity to surprise and delight our students with seamless classroom performances, comprehensive lecture notes, and upbeat assessments of their performance. I still remember the moment when I first heard Andy tell a group of students that their efforts were totally inadequate and that the quality of their work to date was absolutely below par. I did a double take to end all double takes. “Who was this guy?!” I then took a closer look at him. I saw an unmistakable twinkle in his eye. Andy was the first to dress down a student for poor performance. He was also the first to step up and help him or her get it right. No one worked harder than Andy to connect with his students and to help them learn. And then no one would lavish more praise upon those same students for their accomplishments.

I used to do heavy construction work in college. Sheltered boy that I was, I was amazed at how people could use a word to describe human reproduction as a noun, a verb, an adjective and an adverb. Sometimes I would amuse myself by counting how often I heard the word used in a minute time span. Andy reminded me of those

days. No, he wasn’t fixated on reproduction. His word was “super.” Once you earned his respect and admiration, you were super. Your project was super. Your efforts were super. Your future looked super. He loved his students and they loved him. I will never hear the word “super” again without immediately thinking of Andy. He has been a very important role model for me. I can only hope to match his passion, commitment and talent for teaching.

But he was more than a professional role model. He was a role model in other ways. Being a dozen years older than me, I came to look to him for clues about what my future might hold. I first took notice of him in that light when he told me that he was embarrassed to travel the world as an English-only speaker. He told me that he and Liz were committed to becoming fluent Spanish speakers by age 60. I remember thinking that there was no way he could do that and honor his many professional responsibilities. I also remember really admiring his spunk. He really was going for it! I made a mental note to embrace my own life in that exact same way.



I loved his spirit. One of my favorite Andy memories comes from our trip to São Paulo two years ago. We flew all night and found ourselves standing dazed in a hotel lobby one morning. I suggested that we go for a run to wake up. Andy was intrigued. The hotel said that we should use their treadmill. After all, São Paulo was supposed to be an extremely dangerous place. I had heard a jumble of tales about abductions and armor-plated cars, and in that same context, the joys of the health club and the food court downstairs. But we did hear that we might be able to run in São Paulo’s equivalent of Central Park. Andy jumped at the chance. The next thing I knew he hailed a driver

and we took off for the park. We had a grand time. We were not done. The hotel's outdoor pool beckoned when we returned. Even though it was fall and chilly, we were sweating. Andy thought we should cool down with a dip in the pool. We were the only two people out there. I love my memory of us diving into that cold blue pool. Again, what spunk!

I will always remember Andy for his exacting standards, his incredible hard work, his devotion to his students and above all, for his positive and optimistic spirit...for that twinkle in his eye. He was super.

JIM WALSH

I was shocked to learn about Andy Andrews' death in Brazil.

Andy was a stalwart colleague during my tenure at Michigan and person who could always be counted on to do good things for the Business School and for the University of Michigan.

I can remember so many times when something needed to be done and a brief request would result in outstanding response. I know that his good cheer, and pure joy in teaching statistics well will be greatly missed.

Ruth and I send our condolences and best wishes to the entire family and offer our services in any way that can be helpful.

GIL WHITAKER

Gil sent me a copy of the e-mail he sent you about Andy Andrews. He has expressed my feelings well, along with his. Andy and Liz have always been a source of warm support, and joy to us.

RUTH WHITAKER

Liz, thank you for the honor of speaking about Andy this morning.

Yesterday at the Business School, we heard wonderful testimonials about Andy the professional: a marvelous and gifted teacher, an intellectually engaged academic, a good—no, make that a great—citizen of our school, and a much beloved colleague of all, from support staff through deans.

I think that Andy's core identity was "teacher." The American historian, Henry Adams, said, "A

teacher affects eternity; he can never tell where his influence stops." There is no doubt that Andy lives on in just this way. It is an important legacy.

I would like to talk this morning in the most admiring way about Andy Andrews, the person, who over many years I came to know, respect, and admire.

First, Liz, I want to say to you how much Andy loved you. You were his soul mate, for life.

David, Dan and Martha, and spouses, I want you to know how much he loved each of you and how proud he was of you. I know because he told me, often.

And to you beautiful grandchildren...Matthias, Angela, Joseph, Thomas, Patrick and Albert... I want you to know that your grandfather was a great man, a patriot, and a friend who we all cherished.

Let's spend a minute thinking about the big picture of Andy Andrews's life. Born in Dayton, Ohio, a proud graduate of the Naval Academy, a decorated war veteran after four years of service as a Marine Corps officer in Vietnam. A husband, father, and grandfather. An educated man; an educator himself. A strong disciplinarian with a twinkle in his eye; a tough and demanding teacher with unlimited empathy and support for students who gave their best.

The poet Robert Frost, who spent productive years here as a Michigan faculty member, offered some advice that Andy, probably unknowingly, took to heart. He said, "Don't join too many gangs. Join just a few. Join the United States, and join the family – but not much else unless a college."

These were, of course, the mainstays of Andy Andrews' life: his country, his family, his school, and of course, his God. I think we were all attracted to Andy, to his strength, his power, his passion, because at his core, he was a man with these strong, straightforward allegiances. At his core, he kept it simple.

We heard yesterday about Andy's immense energy and enthusiasm, his positive attitude, his exuberance and frequent use of the term "super." And it was all true.

But, of course, Andy was a real human being. So in his life there were challenges, and disappointments, and burdens he had to carry. I was always so impressed and inspired that he carried them with such great grace. He never complained

to us, his friends and colleagues, or even to his dean. He never blamed others for problems and was, indeed, very quick, probably too quick, to take blame himself. There is a wonderful expression that English parents use when their children complain. "No whinging, no whinging," they say. With Andy, there was no whinging, no whining.

I want to acknowledge today two very special people who were so important in Andy's professional life in recent years, and in the Andrews family's lives during the last several days. They are Graham Mercer and Lynn Hutto. The team of Andy Andrews, Graham Mercer, and Lynn Hutto exuded strength, competence and caring. It is a team to which we literally entrusted the lives and well being of members of our community as we undertook a major educational program in what to us was truly foreign territory. You have all done a marvelous job. Now you and our colleagues have

to carry on, just as Andy would expect you to. And we know you will.

Andy was taken from us far too soon. We are all very sad about that. Because we know that there are too many students still to be taught, too many grandchildren to be hugged, too many adventures to complete, too many trips to be made, too much camaraderie, and fun, and warmth, and love still to be shared. But I think that Andy, if he were here, might say to us, "I knew guys in the war who had it all taken away from them at 21. I've had forty more years, 15,000 days, and my life...with Liz, and the kids and grandkids, the students, my colleagues, the School...has been just super!" And he would mean it.

Liz, we love you very much. And Andy, you'll be in our hearts...forever.

JOE WHITE



With these words from Dean Bob Dolan, our alumni and current students in the United States and Brazil learned of Andy's passing...

May 31, 2002

It is with great sadness that I let you know about the passing of one of our cherished professors, Andy Andrews. Andy was in Brazil working with our Global MBA students on their MAP projects when he suffered a fatal heart attack on May 29. His wife, Liz, was with him in Brazil at the time.

Andy has been a devoted member of the Business School since 1974, and he served as chair of the Statistics and Management Science group from 1989 to 1997. He was incredibly passionate about his work and about the School. Andy was the favorite professor of many students, as he brought a sense of excitement and enthusiasm to his classes and to all those around him. He was equally passionate about his work in Brazil and saw the Global MBA program there as a new avenue for so many Latin American students to excel.

We are all stunned by this difficult news and are acutely aware of the impact Andy has had on our lives. In tribute to him, Professor Jim Walsh, is compiling a book of remembrances to present to Andy's family. If you feel you would like to offer memories, stories or photos to be included in this commemorative volume, please forward them to Jim at [jwalsh1@bus.umich.edu] with Andy's name in the subject line. The book will be arranged by class, so please include your graduation year with your responses. Jim is hoping to have this collection completed by June 15th, so please forward your contribution as soon as possible.

The Business School community will hold a memorial service to celebrate the incredible life of Andy Andrews on Monday, June 3 at 4:00 pm in Hale Auditorium. Everyone is invited to attend.

Andy was born December 11, 1940, in Dayton, Ohio. He is survived by his wife, Elizabeth, of Ann Arbor; sons David of Irving, Texas, and Daniel of San Francisco; daughter Martha of Cambridge, Massachusetts; and six grandchildren, Matthias, Angela, Joseph, Thomas, Patrick, and Albert. Funeral arrangements have not yet been finalized, and we will forward that information to you as soon as it is available.

Sincerely,
Dean Robert J. Dolan

The following comments from our alumni and students speak to our love and respect for Andy...

Wow. I am truly sorry about the loss. He was such a fun, interesting guy (even while he was yelling at me for being late to EVERY class.)

TRACY AKRESH, MBA '03

I am heartbroken to hear of the untimely death of Professor Andrews. I can see him right now in the classroom or in his office and am saddened to know that he is no longer with us. Please pass along my most sincere condolences to his wife and family—he spoke of them often in and out of the classroom.

I want to focus on my remembrances about Professor Andrews. Here are a few.

His military training gave him a unique way of “setting down the law” during our first Stats class. Promptness was required—if you were late you might as well not come in. Don't bring drinks or food into the class. If you needed help you could contact him in his office or call him at home. But, if you called, do it before 9:00 PM and address his wife as Mrs. Andrews. We all weren't sure what we had gotten into after that first class!!

Him making a few minutes available one evening to review an assignment a classmate of mine and I were working on. He wanted to get home to watch a World Series game but made the time for us. He was a big Cardinals and Stan Musial fan.

How he enjoyed working with students. It was so evident that he loved that part of his job.

Him subsidizing students' purchases of a statistical software package. Imagine that, a professor splitting the cost of software with the likes of us MBAs!!

His statistics expertise got him involved in lots of trials and he would share his stories (some very funny) with us.

Laughing....I remember laughing.

Living a life that allows you to positively impact others while doing something you love to do must be very rewarding. While I am sad right now, I am also very glad that I knew Professor Andrews. He was and will remain a treasure.

MATEO ALEJANDRE, MBA '00



I have no words to express my sorrow, shock, and sadness.... Andy and I used to have birthday on the same day: December 11. I'd like to provide whatever assistance to his family. Please express my deepest feelings to Ms Andy.

Very, very sad!

LEANDRO ARAUJO, GMBA 1, MBA '00

As an alumni of business school, please convey my condolences to the bereaved family. May god bless his soul.

ANURAG ASTHANA, MBA '01

This is a moment that right words don't come easily to our minds. Mr. Andrews was a great professor, and above all, a great friend. We will certainly remember him for the rest of our lives as a pattern/example to be pursued for his intelligence, dedication and kindness. It is deeply painful to hear this news. I want to extend my condolences to Professor Andrews' family.

FRANCISCO BAHIA, GMBA 1, MBA '00

Dear Mrs. Andrews and family,

I would like to share with you some coincidences that happened with Professor Andrews and me. On December 11th, 1999, I was having your husband's class in São Paulo, then my wife called me on the cellular to let me know that she was going to the hospital to deliver our twins, Arthur & Julia. I had to leave the class 3 hours before the end and took a flight back to Rio, where we live, to be at her side on that special moment. Your husband was kind enough to understand my situation and even gave me my final test weeks later. That day will be forever in my heart and mind, not only because it is my children's birthday, but also

because it is Andy's too. He knew of that coincidence and every time we met he always asked about my children.

I am sure that all GMBA students will miss Prof. Andrew's support and enthusiasm. He was one of the best professors we have ever had, and I consider myself very lucky to have had an EX grade in his class.

ALLAN BASTOS, GMBA 2, MBA '02

I always looked forward to Professor Andrew's class. He was so creative and funny...but more importantly; he genuinely cared about his students. I have thought of him often these past few days back at school—he will be missed.

NICOLE BEGIN, MBA '03

I wanted to send you a note to express my deepest sympathy for Andy's family and the former students, like myself, who have held him in such high regard.

I can tell you that Andy's actions changed the direction of my life in such a positive way, that I owe him a great deal of gratitude...a gratitude I was able to express to him several times since we met in the spring of 1997, and a gratitude that I want to make sure is expressed to his wife and children.

In the Spring of 1997, I contacted Andy because I was interested in applying to Business School, and felt that he would be the best person to speak with, given he was a respected Professor, and a Naval Academy graduate. He gave me candid, fair, and sober advice and counseling, and told me "you need to prepare to work harder than you've worked in the past to achieve your goals"...he then gave me advice on what to do to prepare for the Admissions, and wrote a Recommendation letter to the Dean of Admissions on my behalf.

I didn't have great grades, a 700+ GMAT score, or a great deal of experience at the time I applied to Business School, so I feel that the glowing Recommendation Letter he sent to the Dean was the piece of my Application that led me to gain admission to the Business School ...in other words, he stuck his neck out for me because he believed in me and my ability to complete the program...what more motivation does a person need to succeed than to demon-

strate to their benefactor they are worthy of trust? I can't find the words to describe the feelings of appreciation I have for him.

Like Rudy, Andy's statistics class was my 1st MBA class when I started the program in the Fall of 1997. I too found him to be incredibly on time, witty, charming, and he was obviously a brilliant Statistician...so much so that my classmates and I used to joke that "there ought to be a law against knowing math as well as this guy"...of the 20 classes I took before I graduated, there is no doubt Andy's class was the most challenging, the most fun, and I now use a great deal of the coursework in my current position as a Quality Consultant with SBC/Ameritech...I will dearly miss having him available to me as a Mentor and a friend.

Thanks Andy!...Semper Fi, Go Blue, and Beat Army!

SCOTT BELTZ, MBA '01

Thank you for this advisory. It is a true loss. He was my MOST favorite professor during my entire MBA experience. He was a wonderful man and an outstanding teacher.

TOM BERRY, MBA '86

Mrs. Andrews and the Andrews family,

My most sincere sympathies on the death of your loved one. Prof. Andrews was a special person to countless of us in the University of Michigan family. Upon learning of his death I informed my wife, without giving the words any particular forethought, that "my professor" from business school had passed away. He was not just a professor; he was "my professor." He taught us, he pushed us beyond our comfort zone and he cheered our successes. I say this with absolute certainty about a man I have not seen in 24 years. Andy Andrews was not the sort of man you had to wonder about, you just know. I corresponded with him only once over the years, to inform him that I had been accepted into the partnership of my firm. He wrote back thanking me for remembering him, informing me of the course and seating assignment we shared. He said that I had been a good student. It was the ultimate complement when Andy Andrews said that you were a good student. I will always be proud of that. Thank

you for sharing him with us. I am proud and lucky to have been his student,

RICH BOULGER MBA, '78

Thank you for this notice. I did not know Dr. Andrews, preceded his arriving at the U, but enjoyed reading about his work and contributions. He's obviously a loved teacher and leader, part of what makes the U such an exceptional center of learning.

CHRISTOPHER L. BOYS, MBA '66

Who would think statistics could be fun? I never expected to like it, but it quickly became my favorite class of that term. When I had occasion to visit his office, Professor Andrews was helpful and encouraging. I haven't spoken to him since I graduated, but when I think of the b-school, I still think of him and his class. He was a kind person in a world of "gunners". I am an educator myself now, and I hope that I took with me a little bit of Prof. Andrews' enthusiasm and wit.

LAURA BRACKENRIDGE DANAHY, BBA '89

I had Professor Andrews this Winter A (2002) for the core Statistics class and can honestly say that he, as he promised in his syllabus, actually made Statistics fun and interesting!! He had such a great outlook on life and would pull us out of our bad-economy doldrums to remind us that there is more to life than work and that we should be out there enjoying our youth! What a great message. I have definitely carried his teachings with me and am actually excited to have statistical tools in my pocket now—something I never knew of before. I was pleased to recognize the applicability of these tools to data collection we did in our IMAP. It was also great to understand 'statistically significant' validation of greenhouse gas emissions in a paper I read for my internship. Feeling the sadness that I feel, I can't imagine how his family must be feeling right now. I hope they can take some small comfort, though, in how much his students enjoyed him and carried his lessons, statistics and otherwise, with them.

CAREY BYLIN, MBA '03



Professor Andy Andrews was one of my two favorite professors from my time as a Michigan MBA student. I had him for a statistics elective that didn't exactly scream "excitement" in terms of content. He brought such passion and energy to the course, that it ended up being one of my most enjoyable and useful courses—in spite of the immense amount of work it involved. Prof. Andrews was the only professor who said you could call him at home no matter what time and he meant it. I remember him providing some help at about 10:30pm one night as a friend and I were having difficulty with one of his homework assignments.

My other lingering memory of Prof. Andrews was the way he conducted his class. I remember clearly on the first day of class when people either arrived late, ate in class or got up to go to the bathroom in the middle of his lecture, how he told them that type of behavior would not be tolerated. You were to come to class on time and sit quietly through the entire 75 minutes. This was a bit of a blow to the egos of some of the MBAs who were not used to being told what to do. As someone with a military background, I secretly chuckled each time he gave someone in class a "hard time" because although he had a strong idea about how a student should behave, he was one of the professors who actually seemed to really care about whether we were learning the material or not and did everything he could to see that we did.

My condolences on his death and you should know that Andy Andrews made a difference!

TRINA M. CALLIE, MBA '97

Prof. Andrews taught my section's SMS 501 class in the fall of 1981. This was a required course for first semester MBAs. I was definitely not looking forward to what was often referred to as 'sadistics.' Early on in the semester, I realized that the way Prof. Andrews taught the class made this required class not seem like such. Prof. Andrews always tied what could be a dry subject to everyday applications and actually made the class enjoyable and interesting. His energy, enthusiasm, and passion were evident. While our classmates in other sections would complain about how dry stats was, our section did not seem to suffer from the same complaints. A subject I dreaded as an undergraduate became one of my best in grad school thanks to Prof. Andrews' teaching style. For the following three semesters, Prof. Andrews hired me as the grader and tutor for his intro statistics classes. I had gone from dreading a class to actually enjoying the subject.

I kept in touch with Prof. Andrews over the years and would occasionally drop by his office when on campus for recruiting or alumni functions. His enthusiasm for his work never seemed to diminish. A couple times I contacted him for advice on business issues that were impacted by statistical sampling. He was helpful and faxed a book reference that helped me as I worked with a difficult vendor.

UMBS was lucky to have counted Professor Andrews as a faculty member. He truly enjoyed what he did. He enjoyed teaching and research and it showed.

MARCI CARRIS, BBA '78, MBA '83

This moment is of deep sadness to me, and it is very difficult to express my feelings with words, especially in a second language. But I feel compelled to do so because Professor Andrews has touched my life in a very special manner. I'll take the risk of not sounding as elegant and idiomatic as the moment requires me express to his family and friends what I wish I had told him in person while I had the time.

For many years I have dreamed with receiving an excellent business education from a world-class institution. For a long time this seemed like a very distant dream, and it probably wouldn't come true if it weren't for the Global MBA program. I know that Professor Andrews played a decisive role in putting this program together, so the first thing that I'm thankful to him is for making the vision of the Global MBA program come true and bringing to me the opportunity to make my dream come true. That would be enough for me to admire Professor Andrews, but he went far beyond by touching our routine as students with his strong, continuous presence and his striving for excellence. I don't know how he did so, but at the same time he was demanding, hard and tough, he was able to be the sweetest guy and show genuine concern and respect for our interests, abilities, and difficulties. At the same time he seemed to be never satisfied with the performance from both the students and the faculty, you could see in his eyes how proud he was of us all. At the same time he could be as American (and Marine) as it gets, he would wear the Brazilian soccer team uniform, join our group to eat Feijoada, and chat with us about how things were in Asia.

I'll always have him as a role model, and I hope that some day I'll be able to figure out how he was capable of joining such apparently irreconcilable traits in one harmonic, distinctive personality, and make a very positive difference in the life of many.

I just can't find the words to express the deep sadness that I'm feeling right now. I'll miss Andy a lot.

ALEXANDRE CARVALHO, GMBA 2, MBA '02

It is so sad to hear about the news of Andy's passing. My wife and I would like to offer our sincere condolences to Liz and other family members of Andy. Andy brought me into the world of statistics in 1979 when I first came to Michigan for MBA study. His guidance and advice had a tremendous influence on my decision to return in 1987 to complete my PhD study in statistics and management science. We remained as friends after I graduated from the PhD program in 1992 and moved to Hong Kong. Andy will be remembered as a friend as well as a mentor of mine.

ANTHONY CHAN (MBA 1980, PHD
(SMS) 1992) EVELYN AND CASSANDRA

Kristi and I were just discussing this, that we were still seeing him walking down the hallway and speaking to him a month ago, and now he is gone. I still can't believe it. I am sure he will live on in the mind of all of us.

VIOLA CHEUNG, MBA '03

It's really something that we cannot understand. This very morning I was talking to Edson (GMBA 2) about the huge contribution he was giving to our team. I'm really shocked.

ALBANO CORREA, GMBA 2, MBA '02

I am really sad...He was a tough guy but I liked him very much.

ANA PAULA COSTA, GMBA 1, MBA '00

There is nothing one could say that would appropriately describe what I feel right now. Andy was the perfect example of dedication and passion for his work, and will forever be an inspiration for all the GMBA's.

Please extend my condolences to his family and let me know if I can be of any help in these sad hours.

Andy will always be in our hearts.

RICARDO CUNHA, GMBA 1, MBA '00

Andy Andrews was a synonym of the Global MBA program and the greatest reference of the UMICH Community to all of us Brazilian students. I was totally devastated when I heard the sad news about his death. But I feel privileged to know him, learn from him and especially to have had Andy as a friend!

Right in the beginning of the program, he was a little "too much" of a Former Marine, especially in his statistics classes and exams. But, just after a short while he showed us his kind, gentle, funny, loyal and friendly side.

I will always remember him as a great professor, a winner and above all a great friend with the greatest smile on his face. By the time I was in AA, I always met him on the school's yard, every week at the same time. I think that he was going home to have lunch and I was waiting for some class to begin. He always passed by me and with a smile on his face told me that he was so happy to see me, a global MBA student, totally integrated with the UMICH Student's way of life. He didn't know that HE was the great responsible person for that!

Doing the GMBA was one of the greatest experiences in my life...and I am very thankful to Andy for that! It makes me very happy to know that now, wherever he is supposed to be, he surely knows that we thank him and admire him for all his work!

ALICE DAMASCENO, GMBA 1, MBA '00

I simply have no words to express what I am feeling. I will simply say Professor Andy is still with us and will always be.

My wife Marcia and my daughters had the privilege to have dinner with Professor Andrews when he was here in Venezuela. Although Marcia had just met him, she is feeling really bad. In the few hours she was with Professor Andrews, she could feel what a special person he was.

NELSON DONATINI, GMBA 2, MBA '02

I am absolutely shocked, and really don't know what to say.

Be sure myself and my family will pray for Prof. Andrews and his family.

ALEXANDRE EBOLI, GMBA 2, MBA '02

Prof. Andrews was for sure a strong figure in the UMBS. When I think about the school, his image is the first thing that comes to my mind.

I was in the first Global MBA class in Brazil and I still remember him, down in 1998, in the opening event. He said: "I will teach you statistics and if you get to pass this, you will for sure pass all the other subjects. But first of all you gotta pass through me and I am tough."

We, the students, looked at each other and said, "Who does he think we are: Marines???"

He was tough, but he was also a great friend. He demanded a lot, but he also had a lot to give. He made us give the best we could.

He certainly made a difference in our lives.

Goodbye, Andy. See you later.

HENRIQUE FAGUNDES, GMBA 1, MBA '00

We received the news with great sadness. Professor Andrews is living and will continue to live in our memories and our hearts. He is certainly in a better place now and knows how the GMBA community is grateful of him.

PAULO FERNANDES, GMBA 1, MBA '00

Professor Andrews, as he liked to be called, was not only a dedicated professor but also a great friend and an example to be followed. All of us who had the opportunity to share some moments with him will miss his advice, his dedication and his friendship. The world is losing a great man but we will never forget how important he was.

DAVID FERREIRA, GMBA 1, MBA '00

I am very sad regarding the news about Professor Andrews. In my opinion he was not only an excellent Professor, but also a good friend in hard moments.

I will pray for him.

RICARDO FIGUEIREDO, GMBA 3, MBA '04

Prof. Andrews was an inspiration for all of us who had the honor and the pleasure to have him as our Statistics Professor. He made sure from day one, that we all consider him as our friend... and what a friend he was! He shared with us many personal anecdotes, colorful notes, jokes and lots of knowledge. He also did what many consider an impossible task: he made of Statistics a fun and enjoyable Course, inspiring some of us to take further SMS courses in the future. Wherever he is, we are sure about one thing, he is having a great time, and he's making sure that everybody around him is having a great time as well. May God bless him and his family!

JOSE FINCHULTUB, MBA '03



As an undergraduate engineer, I had quite a bit of statistics training prior to B-School. On the advice of people who had taken Andy's class, I did not attempt to get out of this core offering. I approached the class with some hesitation as I was not sure it was going to be a good use of my time. At the same time, I had high expectations given Andy's reputation. Needless to say, I was not disappointed.

Andy did a tremendous job of making what could have been a dry subject into one that was very interesting to all, regardless of each student's analytical inclinations. He did so by focusing less on the "math" and more on the applications of statistics and demonstrating why statistics and mathematical modeling techniques are critical to modern management. Professor Andrews was an excellent educator and his passion for his work and his students was contagious in the classroom.

One particular class focused on the importance of measurement. According to Andy, "if you don't measure it, it's not true." This view generated quite a bit of discussion in class. Several years of professional experience have led me to realize the importance of this statement. In fact, I often repeat this story and line when advising my clients (I am a consultant) on the importance of measurement.

Most importantly though, Andy was a great guy. He took his work very seriously without being too serious himself—a difficult balance that I often struggle with. He will certainly be a great loss to the MBS community.

Please offer my condolences to Andy's family.

PETER FRANK, MBA '95

I can only say that this is extremely shocking. I just was with him last Wednesday and he was quite happy about the wedding anniversary and the weekend to come in Buzios. I am sure all of the Business School and us will miss him a lot.

ALEXANDRE GARTNER, GMBA 1, MBA '00

I am so sorry to learn of Andy's passing. He was one of the very first professors I came in contact with at the B-school and his class and his enthusiasm for the class made my transition to grad school much easier. He was a very good professor—one of the best at the school. I know he will be missed.

SUSAN GAWEL, MBA '83

We are very sad to hear about the loss of Andy Andrews and would like to express our deepest sympathy to the family and friends Andy has left behind. He will remain in our memories and our hearts.

U OF M SWISS ALUMNI CLUB
BEAT M. GEISLER, PRESIDENT

As it is certainly the case regarding all of our GMBA friends, I feel deeply sorry for Professor Andrews' loss. It is with great sorrow that I ask you to extend to Prof. Andrews' family and to the UMBS community my deepest sympathy. Without any doubt, all of us, GMBA 1 alumni, owe to Prof. Andrews all the gratitude for his continuous support and friendship.

FABIO GIL, GMBA 1, MBA '00

Professor Andrews inspired a spirit of intellectual adventure among MBA's in the most unlikely venue of statistics. This could only be accomplished by a person with the intellect to become an expert, the generosity to share the expertise with others, and the humility to present his passion as a tool rather than a doctrine.

MITCH GREEN, MBA '01

Please relay my condolences to Professor Andrews' family. I am very glad to have known Professor Andrews; his Statistical Quality Control class was wonderful because of his superior teaching ability and command of the subject matter. He was a great teacher and friend. I will miss him.

DANIEL GRIMBERG, MBA '91

I was deeply saddened to hear of Andy Andrews' passing. Dr. Andrews played such a prominent role in my business school experience that I will always remember him with appreciation and respect.

Dr. Andrews was quite frankly one of the best professors I ever had – or could ever have hoped to have. Through nine years of undergraduate and graduate studies, I never encountered another professor with Dr. Andrews' unique combination of wit, humor, enthusiasm and dedication to teaching.

When most people hear the words “statistics class” they conjure images of stoic lectures, lifeless classrooms, and sleeping students. With Dr. Andrews, this was not only misleading, it was downright unimaginable. His classes were full of laughter and intrigue. He challenged, entertained and kept us engaged in such a way that boredom was certainly never an option. In fact, with Dr. Andrews, I actually found myself looking forward to that three-hour statistics class every Monday night—even though it meant missing the first half of my beloved Monday Night Football!

Dr. Andrews enforced timeliness strictly. If you were late for class, you risked missing his review quiz and taking home a zero. I often thought this was unnecessary. Certainly it was reasonable—I just never thought people needed the added incentive to make it to his class on time. Dr. Andrews' personality, preparation and delivery made his class enticing enough.

As a University of Virginia graduate, I would tease Dr. Andrews about his PhD. from Virginia Tech. And with his warm smile and effervescent voice, he would simply respond, “Go Hokies!” I only wish more students could experience his friendly nature.

Dr. Andrews will always remain in my memories as a man full of energy and vigor and wit unmatched. You will be missed, Dr. Andrews, and indeed never forgotten.

KEVIN GRUVER, MBA '98

I am in a state of shock; Prof. Andrews was easily my favorite professor. Our section was extremely lucky to have had him as our teacher. I never thought that that stats could have been so enjoyable—I actually didn't mind showing up for an 8:30am class.

His comments about making the most of life and enjoying our experience in school and our friendships were right on. I only wish he could spread his message to more students in the future. He will truly be missed.

PATRICK HERRINGTON, MBA '03

My True Story About Professor Andy Andrews

Professor Andrews' classroom demonstration acted as the enabling factor between my eventual wife, Margarethe F. Wiersema (PhD 1985, MBA 1977), and myself, and I believe he always remembered both of us for his critical role in our lives.

During the Fall term of 1975, I was a PhD student who was taking the MBA statistics class with Andy Andrews as the Professor. One other PhD student and I sat together in Hale Auditorium. Since it was the advanced class, it was mostly engineers with a scattering of a few MBA women students. One day my fellow PhD student told me to “check out” the woman in the back row. I glanced over and could hardly believe my eyes. There in a business school statistics class was this absolutely beautiful woman in a flannel shirt. She looked younger than the other students, but I reasoned that she must be awfully smart to be in the advanced class. I was instantly smitten.

My first goal was to determine if she was attached and what her name was. As luck would have it, that very day Professor Andrews was demonstrating hypothesis testing from different sized samples and put forth the following hypothesis: “Male students and female students in the class would be married in equal percentages.” I could not believe my luck. I was going to get the most critical fact concerning this attractive woman thanks to Professor Andrew's example. I could hardly wait. He asked the men first and took the percentage. I then turned my chair and stared right at her as Professor Andrews first counted the number of women students and then asked those that were married to raise their hands. I let out a

sigh of relief as her hand stayed down. Oh Boy! She was single! From that day forward, I began my courtship of one Margarethe Wiersema. She was only 20 having graduated early from her undergraduate studies in economics. Initially she would hardly speak to me (it turns out she detested men in beards and at the time I had a rather unruly one), but I persisted and one day a few months later, just after I had shaved off my beard, she smiled at me very warmly. At that moment I knew I would eventually marry her.

We lived together in Ann Arbor for several years and did get married in November 1984. We are still happily married living in a little town called Laguna Beach in California. My wife is a Professor of Strategy at the University of California, Irvine and I am a Professor of Marketing at California State University, Long Beach.

From 1984 to 1987 we were both Visiting Assistant Professors at the Michigan Business School. One day I ran into Professor Andrews and related my story and how thankful I was for his “practical” classroom exercise. He laughed and told me I was welcome. From then on every time he saw us together he smiled with that look of satisfaction of having done a very good deed.

Professor Andrews was an excellent instructor and a first rate scholar, but as it turns out, he was also an opportunistic matchmaker. My wife and I will always remember him and are eternally grateful for his role in bringing us together.

DAVID A. HORNE, MBA '73, PHD '82



I would like to offer a short story about Andy. I graduated from the Statistics and Management Science program in 1997 when Andy was the department chair. I became an assistant professor at Oregon State University and was asked to teach a MBA quantitative class in Winter 1999 for the first time. Not having in contact with Andy for almost two years since graduation, I contacted him for help in designing the course. Three days later, I received a package via priority mail that contains all his teaching notes and packets. Reading through his teaching material, I feel lucky for his students to have such a wonderful teacher who spent considerable time in preparing the lectures, and also feel fortunate for myself to be able to receive his help.

He will be missed.

PING-HUNG HSIEH, PH.D., '97

I feel so sorry to know Andy has gone. His class was one of my best for my MBA study.

DAIZO IMAI, MBA, '96

Prof. Andrews made stats fun, and he was a highly effective instructor. More importantly, he was a good man who served the nation, served the business school, and served the students. He helped me tons during MAP even though I was out of state. I truly looked up to him, respected him, and will miss him.

JAMAL JENKINS, MBA '03

I am sad and shocked. There is no doubt that it is a great loss to the University and the Program. Please send my blessings to his family and friends.

CYNTHIA C. JOBIM, GMBA 1, MBA '00

I leave that class with memories of a man who loved what he did and tried to impart that sentiment to his students as they ventured out into “the rest of their lives.”

JORDAN KOBERT, MBA '03

Helena and I are so sorry about Professor Andrews. He was very proud about his job. All of us in the GMBA program will miss a good teacher and a good friend.

We want to extend our condolences to Prof. Andrews' family.

WERTHER & HELENA KRAUSE,
GMBA 1, MBA '00

I just wanted to drop a quick note to express my shock and sadness about the passing of Professor Andrews. Please give my sincere condolences to his family. I had Professor Andrews for the Core Statistics class and I remember him as a challenging and generous professor. His class, which started exactly at 8:40 (you didn't dare come late) was full speed affair for which each minute of class time was spoken. UMBS is a top tier business school and Andy set the bar accordingly. He pushed students to excel and accepted no excuses. While he challenged his classes, he also gave them every chance to succeed. In addition to office hours during the week, he reserved nearly every Sunday evening for his students. Many of us found these sessions to be the difference between success and failure.

CHARLES W. KRONBACH, MBA '01

Professor Andrews was not the professor for my core statistics course but he was head of the department that year. When the professor I did have failed to teach me anything, I scheduled an appointment with Professor Andrews to ask for advice on how to learn enough about statistics to appreciate the use and misuse of the discipline. He was immediately attentive and thoughtful, grasping my non-mathematical but genuine interest in why statistical concepts were important.

He recommended reading *Against the Gods: The Remarkable Story of Risk* by Peter L. Bernstein. I promised him I'd do just that over the summer, which I would be spending in Hanoi, Vietnam as a William Davidson Fellow. He was curious about what I might think of Vietnam as he had spent time in there—under quite different circumstances.

I did share my impressions of Vietnam with him by email from Hanoi, as well as my gratitude for the education in statistics that he had

given by recommending Bernstein's book. It proved perfect summer reading in a very interesting, very foreign country. My statistical knowledge remains imperfect, but my grasp of the value and significance of statistics came through Professor Andrews. He was a true teacher.

J. DAYNE LAMB, MBA '00

The enthusiasm and delight that Professor Andrews took in teaching and meeting his students made it easy and enjoyable for us to learn from him. He treated his students as adults and as individuals with something to contribute. His passion for life was immense. And for these reasons, the halls of UMBS will not be the same without him.

SAMANTHA LASKY, MBA '03

Professor Andrews simply cared more about the courses he taught and his students than any other professor that I had in business school. Michigan's MBA program is full of highly skilled and caring professors, which makes Professor Andrews' accomplishments and notoriety there even more impressive.

Some of the very fond memories that come to mind:

- Being told on my first day of core statistics class that above all else, never be late
- Trying to predict with Professor Andrews when and where Mark McGwire would break the home-run record
- Hearing stories about the Andrews children that were also involved in the field of statistics, something that Professor Andrews mocked astonishment at, while hardly being able to contain his pride
- Learning about court cases in which Professor Andrews had testified
- Getting cold called in class on a difficult question and told that if I got the answer right, I would get an Excellent for the semester (I panicked and got the answer wrong)

There are so many more things that I could mention, but I wanted to describe in a bit more detail a case that I feel really personifies Professor Andrews and his approach to education.

In my second year of business school, I was selecting my classes for the second semester. I had pretty much completed my schedule when I

noticed that Professor Andrews would be teaching an elective on data mining. I already had more credits than I needed to graduate and was not particularly anxious to load up on course work for my last few months in Ann Arbor, but really wanted to take another class with Professor Andrews. So, I enrolled.

In the first week of the class, Professor Andrews went over the syllabus, talked about assignments and discussed various software packages that we could use. One of the problems, though, was that he was not happy with the software that the university had and wanted to get a better tool for us. The next week, Professor Andrews told us that he was successful in getting the school to provide some funding for new software, but not enough so that we could all get our own copy. He then went to the software company and negotiated a discounted price, but the cost to the students would still be around \$150 each. Professor Andrews then told us that he would cover this entire cost so that we could have the best software tool, but not be burdened by any unexpected expenses. Amazing! In a class of just over 30 students, the money that Professor Andrews was paying out of his own pocket was significant. It was almost an after thought that he even mentioned it to us, as if he did not even think for a second that there was any other solution. It was so important to Professor Andrews that his students had the best tools and the best environment in which to learn, that he would do whatever it took to make sure it happened.

No doubt, there are countless other instances where Professor Andrews gave so selflessly of himself to his students and to the University of Michigan. This case is one that touched me, personally, and I have retold it countless times since graduating. Professor Andrews truly cared for his students, was enthused by statistics and loved teaching. He is a teacher that I will never forget.

MATTHEW LINDSAY, MBA, '00

I don't have a lot of stories about my professors at UM, but I do have one about Professor Andrews that shows he had a big heart and sense of humor.

After graduating from Georgia Tech and serving a little over 3 years in the U.S. Army, I arrived at the UMBS in the fall of 1976 to begin my MBA classes. That first semester

Professor Andrews taught me the required introductory Statistics course, officially called Statistics and Management Science 501, Introduction to Probability and Statistical Decisions.

This was one of the hardest courses I ever took in the MBA program. I worked and worked on the homework for that class, sometimes 12 hours worth for each class. But, Statistics and Probability Theory is not one of my talents. I could fight my way through the homework, through sheer determination, given enough time. After all, I had attended Georgia Tech, no slouch school, and completed Army Airborne and Ranger training, so I was no stranger to hard work. Sometimes I was the only person to have completed every homework problem. Professor Andrews could see that I was working and trying to do well.

Despite these efforts, my exam performance was not good. While I could do the homework problems, given enough time and access to the book, I did not do well on the tests. I was always one of the last students still working at the end of the test time. Again, this class was very difficult for me. This is not a field where I possess any natural ability.

To remain in the MBA program a student had to earn at least a B- in all the required courses, and to maintain an overall B- average. I was not concerned with the overall average, but I was very concerned that I might not achieve the required B- in Professor Andrews' class. I went into the final exam knowing that everything depended on that test. If I did well, I would pass and stay. If I did poorly, I was out.

The final exam was all I hoped it would not be. It was very difficult for me. I was the last student to finish. Professor Andrews finally called "Time." I was depressed, and scared. I felt I had not done well. Going home to Atlanta for the Holidays, I was miserable. I was sure I would get a letter in the mail with my grades notifying me that I was dropped from the MBA program for failing to get a B- grade in this Statistics class. Now what would I do? I had resigned my Army commission to attend UMBS. Life seemed to be at an end for me.

After Christmas, here came the dreaded letter in the mail containing my grade report. With great trepidation I opened it. Eureka!

There it was, a B- in Statistics! I doubt any UMBS student has ever been happier to get a B- than I was that day. My life could resume its planned course. All was well.

In early January after returning to Ann Arbor, I made a point to visit Professor Andrews in his office. I told him I did not know why he had given me a B- in his class, but I was very appreciative of what he had done and wanted to thank him for it.

He smiled, and asked me if I really wanted to know why he had given me that grade. I said (naively), "Yes." Then he told me a brief story.

"I was working in my office on Christmas Eve, grading papers," he said. "I was looking over your work and final exam considering what grade to give you. Suddenly there was a bright light in the sky outside of my office window. A deep booming voice spoke down to me and said, 'Give Wade Lnenicka a B-.' So help me, that is the truth."

We both laughed. I said I wasn't sure I believed his story, but I was still grateful nevertheless. He made me promise him two things before I left his office. "First, you must never write a Statistics textbook. Second, you will never teach a Statistics class." I told him there was little danger of either one happening. We shook hands, and I left to continue my studies. That was the last time we ever spent any time together.

I have often thought of what direction my life might have taken had Professor Andrews not been my teacher for that class. People speak of "Defining Moments" in their lives, where events could take them one direction or another. That surely was one of mine. I will remain ever grateful for Professor Andrews' compassion and decision to keep me in the MBA program.

I was sorry to hear of his recent passing. We all stay so busy in our lives, but I wish I had had more time to get to know him better. I wish his family well, and extend them my deepest sympathies.

WADE S. LLENICKA, MBA '78

I would like to be at your disposal and at also Andy's wife disposal for any kind of help if needed in Brazil. I would be very honored to help.

CHRISTIANE TAVARES MACIEL,
GMBA 1, MBA '00

I would like to extend my sympathies to the Andrews Family. They, along with everyone Prof. Andrews knew, have lost a great person. I learned a lot from Prof. Andrews. It started with statistics but extended to how to keep an audience, the importance of being on time and the importance of loving what you do. I quite honestly only remember a handful of professors from my MBA days and Prof. Andrews was one of them. He made a real impact.

TIM MARTIN, MBA '93

Prof. Andrews was the primary advisor to my MAP team, and we had a great learning experience with him. He showed real dedication and commitment to teaching.

JOHN MINOR, MBA '03

There are certain gifts that only few persons can give to someone near or dear, the most precious one is friendship. No one else but friends can give a truly smile, energy and time. Andy was determined to make us win and with strong will Andy realized the need of discipline and control on the learning process, but he taught us with friendship and care. Friends as Andy are priceless treasures. They cannot possibly be replaced, and no value can be placed upon them. Andy encouraged me several times when I felt defeated, some of them by my father's disease, some by life. He celebrated every victory I told him about my progress in statistics and latter in life. He could feel our heartache when we hurt and shared joyous laughter on our sunny days. I will always be glad to have met Andy. I will always remember my Prof. Andrews.

ANA PAULA MONTANHA, GMBA 3,
MBA '04

Sometimes we don't like to be challenged beyond our limits. Sometimes we initially resent people that push us to those limits. But they keep pushing. Later we realize these are the people that really make a difference. And that you are a better person, after all, because of them. Andy Andrews was one of those. And we are all better today because we've shared parts of our lives with him.

ANA MORAES, GMBA 1, MBA '00



After I heard he passed, I got in touch with his wife, Liz, to send her a card so she knows what her husband meant to me. I have had more instructors than I can count, between school, Air Force instruction and now this. Prof Andrews was arguably the finest instructor I have ever had. And he was one hell of a human being to boot.

DAN MUIR, MBA '03

I don't have words to describe my sadness for this tragic loss. Our GMBA III class sincerely admired Professor Andrews as a very passionate professional and as a very fair person. We will all miss him.

MAX MUSTRANGI, GMBA 3, MBA '04

I had to drop you all a line after Dave revived my "Late to Statistics Class" incident in Hale Auditorium. In addition to offering my "insider view," I felt it was the perfect excuse to get in touch with the group:

I will never forget that "Late to Statistics Class" incident! It offered me a new perspective on teaching, time and respect. I won't deny that, in that exact moment, I was mad and angry with him for screaming at me like that (I was furious!). However, a few days later, after my (hot Latin) blood had cooled down, I reflected on what had

happened. I realized how his enthusiasm and motivation were important in one's education, and how disrespectful I had been when I disrupted his class ("his mission"). I realized that, in his way, he was also teaching me a more important lesson (than just statistics). Now, back in Brazil, I'm frequently the one demanding punctuality from others (that includes my current boss who is frequently late to meetings with the client).

But that is not the only memory I have from Andy. I was fortunate to have the opportunity to interact with him in a number of occasions after our 1st year. In all of those occasions he was always enthusiastic and good humored, but most of all, an inspiring person. The last time Andy and I met was in the Exec Ed building, right before graduation, to discuss about the Global MBA program that was taking place in Brazil. Ironically, we ended up our meeting talking about "that day when I was late to class." We both had a great many laughs about it.

ALEXIS NOVELLINO, MBA '00

Despite the short time with the GMBA3's in Brazil, Prof. Andrews was a person that made a lot of difference in our academic and personal lives, and would have done much more if we have had more time together. The GMBA project was his PERSONAL project and it will never be the same without him.

My best regards to his family.

MARCELO OLIVEIRA, GMBA 3, MBA '04

Professor Andrews was an amazing professor. Second week of class in the computer lab with no name cards, he knew us all by name. More importantly, he cared so much about the students and was so passionate about teaching and life. I might remember some of those statistics, but I'll definitely remember the fun parts of Professor Andrews' classes—how to statistically pick a spouse, that no one should work until 30 or have a mortgage until 35. And I'll remember how passionately he loved life.

Professor Andrews, if you want you can have the books, have the notes, and be surrounded by friends. But I'm not kidding about the friends.

LYNN PETERSEN, MBA '03

Professor Andrews was my professor during a semester in which my 2nd son was born. After emailing him to explain that I would miss class due to his birth, I remember him being very understanding. He then asked for me to email him a picture of the new baby. At the next class he posted the picture of my son up on the overhead screen for the entire class to view and introduced him as "the latest edition to our statistics class."

The gesture was one of enthusiasm and kindness and I deeply appreciated it.

DARRIN POSTA

That is so SAD!!!! I can't believe it!!! He was so healthy! I don't even know how to express my shock! I am sure that many thousands love him...

DENISE SAKUMA, GMBA 1, MBA '00



I had Professor Andrews for statistics merely two months ago. I, like many at UMBS, am deeply saddened by our loss. I had a special connection with Professor Andrews because like him, I graduated from the US Naval Academy and served as a United States Marine Officer.

I absolutely relished having Professor Andrews. Funny enough, when I first got to UMBS, a Naval Academy classmate of mine (Scott Beltz USNA 94/UMBS 01) emailed me and said "Make sure you get Professor Andy Andrews for Stats...he is simply the best Professor I had while going through the program!"

I echo those sentiments with my full character. Professor Andrews was utterly mesmerizing, funny, and amazingly on schedule at all times. He would interrupt his own thought processes with hilarious stories (especially the one where he got gypped by some cheap professor over dinner), and always helped his students out when they needed guidance.

His knack for staying on his agenda was uncanny! The man had his lesson planned down to the minute (I'm sure it was down to the second, but he didn't want us to know that)! A classmate of mine who sat next to me (Paul Recchia) once quipped "Gosh...is this a Marine thing? He is ABSOLUTELY on time...even with his jokes, he's right on schedule!!! Do they teach you that in the Marines???" I remarked that in the Marine Corps, if you aren't early, you're late...so technically, Professor Andrews was always late!

I enjoyed his passion for teaching. I enjoyed his humor. I enjoyed his patience. I enjoyed his style. (I especially enjoyed his patented "Mr. Rogers" sweaters, which will be missed). But above all, I enjoyed the man...and I'm proud to have been one of his students.

Wherever you are, Professor Andrews, thank you and Semper Fidelis.

RUDY QUILES, USNA 1994
CAPTAIN, US MARINE CORPS,
MBA '03

It is difficult to find useful words at this moment. But at least, I would like to share with you and Andy's family my feelings about this situation. Yesterday, I was talking with him and getting feedback about our MAP project. Besides that, when I was about to change my job, Andy was in Brazil teaching the Statistics course. We had lunch together and he gave me important advice at that moment and it was important for me to make a decision.

I am really sorry!!!!

CESAR RAMACCIOTTI, GMBA 2, MBA '02

The sudden death of Prof. Andrews reminds us that life is short and that our choices are very important. Prof. Andrews was someone proud of his choices, which benefited us a lot. In particular, he continuously dedicated time and effort to assigning the best of UMBS faculty to teach down here in Brazil, something we will never forget. We want to tell his family that we hope that our thankfulness, translated in good feelings and thoughts, reach him in his new paths in the afterlife—because, in reality, Prof. Andrews has not exactly 'died'... he has just 'passed away.'

EDGARD RODRIQUES, GMBA 1, MBA '00

I'm really shocked and deeply sad. Professor Andrews' support and energy was essential for the success of our GMBA course.

I want to extend my condolences to Professor Andrews' family.

God bless you, Andy!

FABIO ROSELL, GMBA 1, MBA '00

I have the same feelings that you all have expressed—what a tremendous loss. I too can vividly remember Professor Andrews walking towards me in the hall, getting my name right after just a few classes.

MICHAEL SADOWSKI, MBA '03

It is very hard to find the right words in such a difficult situation. Andy was a professor with the broadest meaning this word might have. His support and guidance (sometimes rough) were crucial to my motivation to earn a degree. It was a privilege.

JOÃO GILBERTO DOS SANTOS,
GMBA 1, MBA '02

What an incredible loss to UMBS and the world as a whole. I feel very lucky that we all had the chance to get to know Professor Andrews. From his colored paper to his jacket/sweater routine to his perspective on how to deal with a down economy, I think Andrews was one of the most charismatic and unique profs we've had. He'll be missed but I'm glad he left doing what he quite obviously loved.

SCOTT SAPPENFIELD, MBA '03

I'm so sorry!

We've learned a lot from him and it was great to know he was a friend and trustful advisor. He was a righteous and dedicated man to have as an example.

GEORGES CHAGAS SCHWARZSTEIN,
GMBA 1, MBA '00

I remember the first time I saw Professor Andrews. We were at the Welcome Cocktail for the GMBA3 Brazil Class that was just starting in March 2001. The other students and I were all so excited and at the same time so insecure for what was to come. We felt so fragile. He seemed so strong...

Two weeks later we were having the first videoconference of Statistics. During the first classes everyone was afraid of quizzes and questions. But, little by little he conquered our admiration and respect. He conquered our memories and hearts.

May his family be very proud of him. May his family be very proud of the work he did through the world. His knowledge has been spread to other places, other countries, and other continents. His knowledge application will have no limits. May his family be very proud of this.

May Professor Andrews rest in peace.

LIGIA SENISE, GMBA 3, MBA '04

What else is there to be said? We are already missing him.... And I was thinking seriously in putting a good joke with him when we graduate. Oh, well...

EDSON SILVEIRA, GMBA 2, MBA '02

I want to send my condolences to Professor Andrew's family and friends. I remember him well as one of my favorite professors teaching night classes in Dearborn. As a math major, I enjoyed Statistics and he brought a great deal of experience to the material. I felt honored that the head of the department would go out of his way to teach the class 'off-site.' He was a great teacher and will be missed by many.

JASON SINDLER, MBA '97

Professor Andrews had the amazing ability to connect at the first encounter. I remember the first class that I had with him. This was Statistics 502. The first day of class, Prof. Andrews handed out a skill test that outlined the number of Olympic medals per capita for each country. India, my homeland, was at the bottom of the list. Before handing out the skill, Prof. Andrews came to me and apologized. He said that he hoped that I would not be embarrassed. I took an instant liking of him. He had a tough exterior, but had a heart of gold. When I think of him, I often remember the lines from one of my favorite poems, "The Deserted Village" by Oliver Goldsmith:

There, in his noisy mansion, skilled to rule,
The village master taught his little school;
A man severe he was, and stern to view,
I know him well, and every truant knew;

Yet he was kind, or if severe in aught,
The love he bore to learning was in fault;

I will always remember Prof. Andrews as one of the most remarkable teachers that I have had.

RAMAN SINGH, MBA '98

I'm in a deep and lonely silence here with this terribly sad news. Andy certainly was very important as a course coordinator, as a professor and as a friend in our GMBA journey. More than that, his energy and passion were definitely an inspiration to my life and career. I will certainly remember him for the rest of my life.

I want to extend my deepest sympathies to Professor Andrew's spouse and family.

MARCOS SIQUEIRA, GMBA 1, MBA '00

I am in shock that we have lost such an incredible professor. Professor Andrews showed us that it is possible to be passionate about stats—while running his classroom with precision (down to the color coded sheets, and scheduling every minute of his lecture). He wanted us to challenge him—we all remember Janelle challenging him on the first or second day of class when he picked a group of mostly women to assist him. Of course, that example taught us many lessons. Professor Andrews was also the one who taught us to take advantage of life, travel the world, and work later. I know that he really enjoyed working in Brazil on the MAP program; it's horrible that his life ended there, but I would place money that he was happy doing his work there.

ALEXIS SKIGEN, MBA '03

There is not much I could say at this moment and I am feeling as I have missed a relative.

My first impression of him was of a very disciplined man, concerned about results and with little care about our feelings or the students' difficulties with the GMBA program.

After a while, I noticed that actually he was a man that enjoyed his work a lot and loved to do what he was doing. The program seemed to be part of his life, as an extension of his family. I learned to admire him and recognized that the discipline he stressed at the beginning of the course was mandatory for our development and to accomplish our goals.

Again, against my first impressions, he showed several times that he was a very sensitive man, concerned about the relationships among the students, the staff and the University.

I really learned a lot with Prof. Andrews, and not only statistics. I would like to register my feelings about him that I have never had the opportunity to tell him during the years we have been together.

WALMIR SOLLER, GMBA 2, MBA '02



Andy's life displayed vividly what a huge impact teachers can have on students.

I entered the Business school in 1979 and although I measured up academically, I was terribly shy, quiet and unsure of myself. I was quite intimidated by my Business School surroundings. Andy's was one of the first classes I took and meeting him changed my outlook dramatically. Andy was caring, encouraging, warm, and witty. He was interested in not only my work but also my opinions. He was nurturing. When one of my test grades wavered, he took note of it. Seeing I was upset he launched an all out effort to both cheer me up and make sure I fully understood the points that had brought down my grade. He took the time to really know his students. It lifted my mood just to be in his class. He made a subject—that had all the potential to put everyone to sleep—into an adventure. He was so incredibly bright and talented himself but he never mentioned any of his accomplishments because he was always celebrating someone else.

Out of all my business school experiences, my encounters with Professor Andrews still stand out vividly in my mind. He was easily the greatest professor I ever had. I am honored to have known him. He was a very, very special man. Blessing to his family.

CHERYL SONK, MBA '80

This is really sad news. Prof. Andrews, better saying, Andy, is the one of a kind we'll never forget. I'm very proud of being his student in the first moment and after the course evolved, of being his friend. As far as try to remember, it's very hard to find someone else with the energy, the passion and the magic that Andy always brought to me.

For me he is an example to follow.
Goodbye Andy.

MAURICIO SPAOLONZI, GMBA 1, MBA '00

I will never forget walking into my first class with Professor Andrews. Never had a Professor commanded (literally) such respect, and laid out expectations so very clearly. At first I felt like I was back in kindergarten...how could any professor teaching a class of 20-40 some-things go over the basics such as "on-time," and "respect?" But he was so dignified, and reminded us all that we NEED to be cognizant of being good and thoughtful individuals, even during a 3-hour struggle with Statistics. I grew to love the man... his energy was endless, his expectations never faltered below the highest... and while statistics was something I "survived," I did it without pain, because he was there every step of the way. I am deeply saddened by the loss of Professor Andrews, truly the most memorable, and one of the favorite experiences I encountered at the U of M B-School. Love and prayers to his family."

ALENA STOCKING, MBA '99

One of the best professors I met in the Michigan Business School.....He was always nice to our foreign students but he still challenged us in a logical way.....I will never forget Professor Andy.

CODY SUN, MBA '96

This is sad news indeed. It was Andy who invited me to give a talk on my research on statistical auditing at Michigan. Andy also helped me in putting together a session for 1998 INFORMS at Seattle. He was indeed a "trusted leader" and was always available to help others. I shall miss him greatly.

HIROKUNI TAMURA
UNIVERSITY OF WASHINGTON BUSINESS
SCHOOL, A MICHIGAN GRAD.

Honest, to the point, straight-shooter...Great teacher, not afraid to let you know you were wrong, not afraid to challenge you, didn't take any BS. Loved his family, his job, his students, life in general and it showed...We would all be better off with a few more people like him in the world.

ADAM THEALL, MBA '03

I don't know how to begin my response to your recent mail. Andy was a friend of our organization and we are deeply saddened by his passing.

During our two projects with the University, we have found his combination of refreshing humor and task focus to be interesting, refreshing and productive.

We always looked forward to his calls to gather updates on the progress of the MAP teams. They always seemed to include uplifting, positive messages.

We here at the YMCA feel a sense of loss.

REID THEBAULT, SCOTT LANDRY
AND LARRY KAMEYA, THE YMCA
OF METROPOLITAN DETROIT

I want to pay tribute to what a fantastic professor Professor Andrews was. His time, enthusiasm and commitment made such an impact and difference in my educational experience, as I'm sure it did for many others. He embodied the notion that one person can make such a difference. It is a loss for all the Michigan MBAs who will be starting this Fall and all those who follow that they won't get to experience Professor Andrews.

My story:

I was one of the "non-traditional" MBAs for whom 1st year Core was hell (my undergrad was from the UCLA film school and my work experience pre-MBA was of a creative nature). Being part of the forced curve when I had never had an accounting, statistics, or econ class in my life kept me busy! My first experience of statistics (in the Core) was less than encouraging. Learning stats for the first time in a class full of people who had had it before (some were even stats majors!) left me at the bottom 5% of the class (although I think the spread was about 5 points!) and with a LP. Second year, I chose to take Professor Andrews' stats elective class (don't recall the number or name). Despite my dismal first experience with stats, his course seemed relevant to my chosen career path of brand management. It was hard work, but this time we were all on an even playing field since none of us had encountered this before. And it was Professor Andrews' willingness to answer a bazillion questions from me, his incredible patience, making time available,

his commitment, humor, etc. etc. that allowed me to finish at the top of the class this time around. I've never worked so hard or learned so much and that is what I took away. Professor Andrews made a huge difference in my life and what I could do. He got my vote then as favorite professor and he gets it now. It is sad that there will be students who won't get to experience this wonderful, bright, caring person.

My deepest sympathies to his family.

CONNESS THOMPSON, MBA '96

Last year, many of us walked into a statistics class taught by Professor Andy Andrews. We might not have been excited about statistics; many of us might have been dreading what seemed like a less than glamorous subject. But instead of boredom, we found a teacher who loved statistics and working with students. From his basketball "statistics exercise" to his many-colored handouts, Prof. Andrews consistently showed his passion, his dedication, and his creativity. I feel honored to have known Professor Andrews and learned from his example of integrity and excellence. The UMBS community has suffered a tremendous loss.

BETHANY THOMSON, MBA '03

My fondest memories were before classes would begin. After the each weekly issue of the *Monroe Street Journal* came out, Professor Andrews and I would banter about the Opinions section, which I edit and often contribute (sometimes even during his lectures). I was so overmatched by his intellect, experience, and wit, it wasn't funny. Yet, as a person who has an exceedingly accomplished life and demands far greater respect than I, he shared his camaraderie and respect without hesitation. He lived his life with candor and compassion, teaching his students far more than business acumen.

MATT WALKER, MBA '03

It's easy to remember how scared I was that first day of stats: a former marine using color-coded sheets with timelines to the minute who started every 8:30am class with a quiz?!?! And I heard stories about a fun stats teacher for Section Four that wore Tori Amos t-shirts and didn't care if students came to class. I thought, "Why didn't I get that fun prof?" I was so wrong. And somehow Professor Andrews made statistics fun for me. I feel so lucky that we got the chance to know him and learn from him—I learned a lot and will sincerely miss him.

ANGELA WALTER, MBA '03

I am shocked to hear the sorry news. I still can remember how Prof. Andy helped me in the course and MAP...I like him!

I wish Prof. Andy peace.

GEORGE WANG, MBA '03

The main thing I remember about Professor Andrews is his enthusiasm for teaching and how fun his class was. It's always great to be around someone who has such a passion for his work.

EDWIN WATTS, MBA '03

When I learned Professor Andrews passed away, I was immediately angry. Anger is an appropriate way to describe the premature loss that was felt inside. I was a fan of his energy, enthusiasm, passion, and desire to make his students much more than rich money-grabbers, but people who lived life richly. His mannerisms and character clearly demonstrated the difference between living richly and being rich. I was angry that I lost a great role model. After these last few months, anger has turned to kind memories. I realize now that Professor Andrews is still teaching me. By staying in my memory, laughing and encouraging and pushing me, he reminds me how to live life. Hopefully memories of Professor Andrews have the same effect on my wonderful friends and colleagues here at Michigan.

ERIC WEBER, MBA '03

It was with great sadness that I learned of the passing of one of my favorite professors from my Michigan Business School experience. Andy Andrews taught my core statistics course during a semester when they asked some of the leadership to inspire the new students. I can tell you the exact semester because I can remember Professor Andrews stopping class to announce the birth of my second child. Well, the department's strategy worked. Professor Andrews's enthusiasm was contagious. He is directly responsible for my enrollment in Advanced Regression Analysis. And sometimes I look back and think that was a good thing. Honestly, he was one of the best.

BILL WINTERS, MBA '00

We have lost a great professor and an inspiring friend. We will have to work hard to honor his memory. I am sure that's what he would expect from all of us. Our success will make him proud up there in heaven where he is.

JOSE XAVIER, GMBA 2, MBA '02

Professor Andrews made statistics fun.

He was a teacher first, smart and funny—so funny—humane, self-deprecating. Sometimes he mentioned family in class and it was apparent how important they were to him. He maintained perspective. He cared about students and teaching more than anything.

One time during my second semester of my first year, I became depressed and stressed about not getting the internship I wanted. Statistics wasn't my specialty—I became a finance person. But I sought out Professor Andrews because he was approachable and would listen. And he did listen, told me what I was going through was normal and that things would work because they always did. And things did work out.

DAVID ZINN, MBA '98





We miss you.

The **Best Teacher** I have ever known.

I'll always have him as a **Role Model**.

He will forever be an **Inspiration**.

His **Enthusiasm** for his work never seemed to diminish.

He **Lifted** the entire business school.

He was an **Amazing** professor.



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