IN MEMORIAM
JUDSON NEFF

The complexity and the scope of the man Judd Neff poses an interesting challenge for us who would memorialize him. In recognition of Judd's request that there be no services or organized memorials, a group of his friends and colleagues met for lunch at the Faculty Center to "tell Judd Neff stories." The Faculty Center was a most appropriate gathering place because it was there for several decades that Judd met with friends for lunch and to talk and tell stories. At this gathering of friends to remember him, there was none of the dull and mundane as the story telling passed from one friend to the next. Judd Neff's vigorous and creative life begot relationships that were stuff of great stories. The story telling, punctuated by laughter and some tears, passed from one of his colleagues to the next for almost two hours. Judd would have enjoyed the luncheon.

Professor Judd Neff was born in Brownwood, Texas, on July 10, 1906. He died at the age of 84, on April 14, 1991, in Austin, Texas, after a fall in his home. His death came fifteen years after his retirement from the University. He was Professor Emeritus of Management at The University of Texas at Austin.

In 1928, Professor Neff received a Bachelor of Science in Mechanical Engineering from Texas A&M University. After several years of work in industry, he entered Harvard University, where he was awarded a Master of Business Administration in 1936.

TEACHING AND ACADEMIC POSITIONS

Professor Neff's first teaching position was at Texas A&M where, as Professor of Industrial Relations, he taught from 1939-1941. Among other projects which he undertook there was a research report for the Texas Prison Board entitled A Report on Industries for Making the Prison System Self Supporting, December 1940.

With the beginning of World War II in 1941, he returned to Harvard as an Associate Professor of Production to assist with the nation's war production programs. Some of his work there included research in the Harvard Fatigue Laboratory seeking to better understand the problems of fatigue and productivity. His work in the Fatigue Laboratory and other activities involved him in the production of films about work and fatigue. He produced a conference paper
and a film entitled *The Nature of Work and Productivity*, which was presented at the University of Kentucky in 1946. He served as a reviewer for the *Harvard Business Review* from 1943 to 1947 and was co-author of three volumes entitled *Production Organization and Engineering*, published by the Harvard Business School, 1942. He also co-authored Volumes 1, 2, and 3 of the series entitled *Production*, prepared between 1945 and 1951 at Harvard and the University of Chicago.

He taught courses in Production, Industrial Management, Production Organization, and Engineering. He supervised four doctoral students, including the doctoral work of George Kozmetsky, who subsequently became Dean of The University of Texas at Austin College of Business Administration.

In 1948, Professor Neff moved to the University of Chicago as an Associate Professor of Production, with the task of assisting in the building of a production department. He taught courses in Production Management, Business Policy, and a series known as Production I, II, and III. During his tenure there, he served as advisor for over 100 master's degrees and as supervisor for 10 master's reports. He was also a reviewer for the *Journal of Business*.

Between 1953 and 1956 he was a Lecturer in Industry at the University of Pittsburgh while at the same time working as Manager of Manufacturing Operations for the Mackintosh-Hemphill Division of the E. W. Bliss Company in Pittsburgh.

He joined the faculty of The University of Texas in 1958 as a Professor of Management, where he taught until his retirement in 1976. During the academic year 1962-1963 he was appointed the Ford Foundation Professor of Management in Djakarta, Indonesia. During his years at The University of Texas, he taught graduate courses in Policy Formulation, a Seminar in Industrial Management, Manufacturing Problems, Managerial Organization, and Production II. He was Program Advisor for the Engineering Route to Business Program; he supervised several master's theses; with Robb and Lovell he prepared a report on the restructuring of Management Department courses entitled "Teaching Excellence in Management—The Basic Course," June 1960. He published *The Managers Key*, Fall 1959, for Sigma Iota Epsilon, Honorary and Professional Management Fraternity; lectured on "The Great Issues in Management Education," Summer Workshop, 1960; and, in 1962, prepared a manuscript for the book, *Professional Timestudy*. 
Professor Neff's administrative service to the University and the College of Business included serving on the Faculty Welfare Committee, Management Undergraduate Advisor, advisor to the Engineering Route to Business, Petroleum Land Management Advisor, and Business Policy Course Coordinator.

PROFESSIONAL EXPERIENCE

Professor Neff's experience in industry was an important component of his life. His work experience, which was varied, was significant and considered by him to be most relevant to his professionalism and his teaching. He was proud of his certification as a Registered Professional Engineer in Texas, Illinois, and Massachusetts. During the years of his professional life, he was an active member of:

- Academy of Management
- Society for Advancement of Management
- Institute of Management Sciences
- American Management Association
- Association of Iron & Steel Engineers
- American Association for the Advancement of Science
- National Society of Professional Engineers
- American Institute of Industrial Engineers

In 1928, after completing his engineering degree at Texas A&M University, Judd Neff took a position in Dallas as Assistant Chief Engineer for the Southern Ice and Utilities Company. Between 1930 and 1934, he was Chief Engineer for United Gas Improvement Company in Philadelphia, Pennsylvania, where his work led to the granting of patent number 1,946,328 to him in 1934 for an "Apparatus for Removing Superheat from Compressed Gas to be Condensed in a Surface Condenser."

After finishing his Master's Degree at Harvard, Judd Neff became Chief Timestudy Engineer for the Stainless Steel Division of the Budd Company in Philadelphia from 1936 until 1939. While serving as a Lecturer on the University of Pittsburgh faculty, he was the Manager of Manufacturing Operations for the Mackintosh-Hemphill Division of the E. W. Bliss Company in Pittsburgh. After leaving the E. W. Bliss Company in 1955, he worked as an independent consultant in management and industrial engineering until he accepted a faculty position at The
University of Texas in 1958. During this time, he consulted extensively with the Crane Corporation in the area of Manufacturing Processes.

Seemingly to add another dimension to an interesting life, Professor Neff ran for Mayor of Austin in 1977, the year after his retirement.

COLLEAGUE

All people are unique, and to say that a person is unique is to state the obvious. It then becomes the task of biographers, friends, colleagues, and others to count the ways, provide the descriptions, and draw the images which will show why that person is different, why they stand in some unique role.

Professor Roy Harris, the only member of this memorial committee who was both a colleague and a student of Professor Neff, commented, "Professor Neff was a master teacher, the best I ever had." He continued, "Professor Neff pushed, poked, pried, and challenged his students to produce the best results. Some were uncomfortable with his demands for excellence, but most were grateful and pleased to discover that they knew more and could learn more than they thought possible. Praise for Professor Neff comes from his former students employed in businesses and organizations around the world." Professor Neff did not marry until late in life and then for only a few years. It seemed that energy which might have been expended in family matters became the source of rigorous pursuit of a knowledge about many subjects and an "all hours" teaching style which extended into his eighth decade of life.

Professor Neff had an innate ability to praise and condemn without personalizing. He could be a loyal defender and an acerbic critic without seriously demeaning the individual. On occasion, he would write a letter to the chairman of his department thoroughly denouncing a decision with sharply stated reasons for his position, with copies to the dean, president, and chancellor. Then it was not unlike him to call the chairman's wife to tell her what an outstanding job her husband was doing as chairman even though there were some actions with which he did not agree. He was convinced that anything could be improved and that he and his colleagues were responsible for the improvement. Almost any encounter with Professor Neff was likely to be interesting and rewarding, an experience which demanded that one's mental and intellectual capacities be prepared for exercise. These encounters were not always comfortable, but they were never mindless. If there was a problem to be solved, a battle to be fought, or a story to be told, Professor Neff was a preferred ally. He was a strong, honest man who had great disdain for
the pompous and the superficial, which he was never reluctant to expose and to attack. At the same time, his gifts of time and money to individuals as acts of reward and charity were legendary.

Professor Neff will be remembered for the agility of his mind, the persistence of his innate desire to build better ways of making and doing, for his consistent jousting with the pompous and inane, for his magnificent qualities as a teacher, for his eccentricities; but most of all he will be remembered for his story telling. He told wonderful stories which were interesting and which almost always enlightened the listener. If story telling is one of the defining traits of humanity, then Professor Judson Neff was a contributor to that humanity. Those who knew him will cherish his memory—and each for his or her own reason.

Robert M. Berdahl, President
The University of Texas at Austin

H. Paul Kelley, Secretary
The General Faculty

This Memorial Resolution was prepared by a special committee consisting of Professor Floyd S. Brandt (Chair), Professor Roy D. Harris, and Professor James A. Fitzsimmons.