



Yvonne and Kay Whitmore

KAY WHITMORE

COMMITMENT TO:

COMMUNITY | FAMILY | WORK | THE LORD

KAY & YVONNE WHITMORE

GLOBAL MANAGEMENT CENTER

BYU MARRIOTT SCHOOL

The Kay and Yvonne Whitmore Global Management Center provides the education and training necessary for BYU students to compete in global business. The Global Management Center is designated by the U.S. Department of Education as one of the nation's thirty-one Centers for International Business Education and Research. As a CIBER, the Global Management Center works to increase and promote the nation's capacity for international understanding and economic enterprise.

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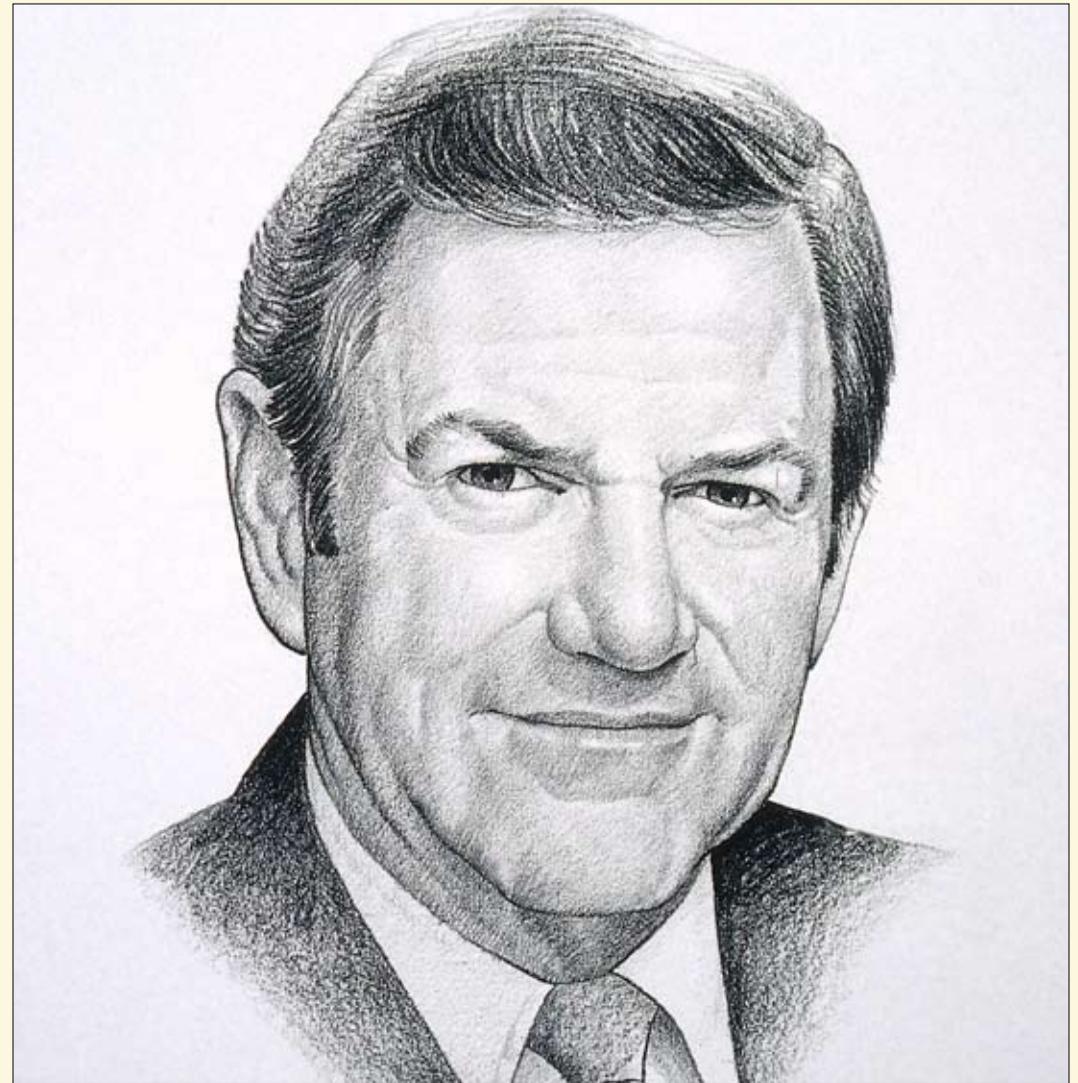
- Programs to internationalize students
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Since 2002, the Global Management Center has made strides in global business research, education, and outreach. The center works toward internationalizing the Marriott School. This is accomplished by providing resources, training, and professional development for three interdependent groups: students, faculty, and the business community.

BRIGHAM YOUNG UNIVERSITY

Brigham Young University is the largest privately owned, church-sponsored university in the United States. Founded in 1875, BYU enrolls approximately 33,000 full-time students, representing more than one hundred countries. The university is located on a 638-acre campus at the foot of the Wasatch Mountains in Provo, Utah.

BYU offers a unique blend of secular and spiritual learning—a concept expressed by the university's motto: "The glory of God is intelligence." While BYU is sponsored by The Church of Jesus Christ of Latter-day Saints, approximately twenty-five other denominations are represented within the student body. All students are encouraged to attend the congregation of their faith.



KAY WHITMORE
1932–2004

To the business world, Kay Whitmore was recognized as a capable leader and conscientious citizen. But family and friends knew that Kay's commitment extended beyond the boardroom and neighborhood. His dedication to family and the gospel were also extremely evident throughout his life. His contributions, temperance, and hard-working attitude took him to places and situations he never aspired to be in, but he met every opportunity with poise and wisdom.

Kay's commitment to community, family, work, and the Lord were the grounding points in his life and made him successful in all of his endeavors.



COMMITMENT TO COMMUNITY

"If we fail to respond to the needs of at-risk children today, we will fail to respond to the needs of American business tomorrow." —Kay Whitmore, at a presentation to the National Forum for Youth at Risk, 1987

Yvonne Whitmore says that education, scouting, and a desire to make the community better were some of her husband's top priorities. "Kodak kept him very busy, but he didn't let that stop him from being in the community and trying to improve education—especially in the inner city. He tried to zero in on that and get Kodak involved as well," she explains.

While Kay took on large initiatives in the community, he also focused on helping individuals. "During his viewing, so many people told me stories of things that my dad just quietly did," his daughter Michelle recalls. "He was a very quiet man, and he did so many things that we didn't even know about."

A letter from Hugh W. Pinnock, member of the First Quorum of the Seventy, to Kay reads: "You know of the admiration and appreciation I have had for you for a number of years. ... I am not sure that the great good you do for so many people is as well understood as it should be."

Rick, the oldest son, says that Kay was very focused on those in need. "Inevitably he would end up having a handful of families that he would home teach, and somehow he always ended up with folks who were fairly poor and needed guidance on how to get through life and survive," he says. "He was always quietly helping people like that."

"One Christmas, he asked me if a pair of my shoes still fit and I said no. He said, 'I need to use them for something,'"

says Kim, the oldest daughter. "The next thing I knew, one of my friends at church, whose family didn't have a lot of money, was wearing those shoes. He was constantly looking for people who just needed some help."

Kay's contributions were noted outside of the church as well. "Here is a man, who, in my opinion, was one of the greatest civic leaders ever in this community," said Rochester Mayor William A. Johnson Jr., in a 2004 *Democrat & Chronicle* article announcing Kay's death. "... he did not shirk his duties to Kodak and he didn't shirk his duties to the community."

Love of learning

Kay had a firm belief that everyone needed a good education—his whole life he encouraged strangers and friends to learn as much as possible. "As I grew older, I realized how involved he was in the community," says daughter Cindy. "He helped those who were not as fortunate to be able to have an education—and a good one, not just a mediocre education."

"He always thought it was so important to have an education," Yvonne says. "He hated to see people dropping out of high school in the inner city, especially when they had no family support."

Kay took an active role in furthering education. He helped develop Rochester Brainpower, a coalition of businesses aimed to improve the quality of education in public schools. The organization garnered recognition from President George H. W.

Bush, who was named its first honorary member, and the organization was also the subject of an in-depth education series in *U.S. News & World Report* in 1988.

His dedication to education caused him to receive national recognition. In 1987, Kay addressed the National Forum for Youth at Risk in Washington, D.C. In 1991, Kay was appointed by President Bush to the board of directors to run the New American Schools Development Corp., a school-improvement association that focused on businesses aiding public school improvements. Kay was also chair of the National Action Council of Minority Engineers from 1978 to 1990, which helped minority students become engineers.

In a 1988 address to the National Conference of State Legislatures, Kay emphasized the need for industry and government to come together to help youth. "The future is dependent on our ability to provide for the next generation. Working together, we can create educational opportunities, jobs, and a more competitive America."

Kay also realized the integral role parents play in their children's education. In a *USA Today* article, on 1 February 1991, Kay wrote, "Children are looking for role models, and they are looking close to home. Parents concerned about the problems of today's young people, including the decline in educational performance, likewise should look close to home for a solution."

Dedication to Scouting

Like attending school, Kay believed Scouting was an important educational

movement. "As a boy, the (Scouting) programs broadened my horizons and helped me to develop self-confidence and a sense of values," he said in the 1989 Annual Report for the Boy Scouts of America Otetiana Council. "Some of the experiences were difficult and challenging, but I grew as a result. I learned to set goals and achieve them, and to accept responsibility for my own actions."

Kay also lent his leadership skills to the organization. He was president of the local Scout council, served on the board of directors, and became regional president, which comprised the entire eastern coast. Additionally, Kay was a Silver Beaver recipient, the highest award given by a local Boy Scout council, and a Silver Antelope recipient, a regional award recognizing service to youth.

His involvement also included hosting Scouts at the Kodak headquarters for outings that would teach the boys about the organization of businesses.

Kay passed his enthusiasm for Scouting to his sons. "He was always encouraging me to progress in Scouting—not just encouraging me but participating with me," says Scott, the youngest son. "I actually ended up getting my Eagle pretty young, right when I was fourteen years old. He worked with me a lot on different merit badges, and he would go to Scout camp with us."

"He was very committed to Boy Scouts of America, and he instilled those values in young boys," Rick adds. "He'd help me through advancements and both his sons achieved Eagle ranks, with much thanks going to him and my mother."



COMMITMENT TO FAMILY

"I don't define success as being president of Eastman Kodak. It's nice being president of the company, but when I go home to my family, I know what success really is." —Kay Whitmore, newspaper article dated 22 January 1984

It was in Rochester, New York, where Kay began his career at Kodak and the Whitmores planted their roots—all but one of their children were born there.

And as he climbed the corporate ladder, it could have been easy for Kay to overlook family events, but he made them a priority. Whether dinner at home or middle school concerts, Kay faithfully attended family affairs.

"All four of the girls in my family played the violin and were in a lot of orchestra concerts—they were kind of dry and a little

bit boring—but he made a real point to be there," Kim says. "I knew he was there, not just sleeping in the audience, because he'd comment about the performance. It mattered to him because it mattered to me, and he was there even though there were a million other things he could be doing."

Neither work responsibilities nor a request from the United States president could keep Kay from his family for long. In May 1989, President George H. W. Bush was going to be inducted into the Rochester Brainpower Hall of Fame. When



the government officials called to set up the date for the event, Kay, who had extended the invitation to President Bush, told them he couldn't attend—the proposed date was during the Whitmore family vacation in the Grand Canyon. Kay ended up receiving permission from the U.S. secretary of interior for a government helicopter to pick him up on the Colorado River and transfer him to the Kodak plane, which took him to Rochester for his presentation to President Bush.

Kay's commitment to his family was also exemplified through his love for Yvonne. Yvonne was a dancing and physical education teacher at Jordan High School in South Jordan, Utah, when one of her students asked Yvonne if she wanted to be set up with her older brother. At that time Kay was in the Army, stationed in Germany. He eventually received a picture of Yvonne from his sister, Geri, but he never responded. When Kay returned to Utah, he said to Geri, "Where's this girl you wrote to me about?"

On their first date Kay and Yvonne went to a movie. "I thought he was handsome,

and my roommate said, 'Oh you've hit the jackpot this time,'" Yvonne remembers.

Their courtship began in summer 1955, they were engaged on Valentines Day 1956, and married the following June. Kay continually sent Yvonne flowers and accompanied her to dances—a skill she taught him. He also promised to take dancing lessons to refine his abilities, which he did once he finished school at the University of Utah and moved to Rochester.

Throughout their marriage, Kay would call Yvonne on business trips to let her know he arrived safely, send flowers on her birthday and anniversary, and drop her off at the door and then go park the car. "My dad was very considerate of my mother and would worry a lot about her," Michelle says. "Before he died I told him that I'd take care of mom. I think he was holding on because he didn't want to leave her. When he learned about his leukemia, he said, 'I don't really mind dying, but I hate to leave her.'"

Time together

Between Kay's rigorous schedule and the chaos that accompanies an eight-member

family, the Whitmores were able to find quality time to spend with each other.

The men of the Whitmore family were "your basic sports aficionados." "We went to a number of games, saw a lot of sports teams, and enjoyed that together. My father was into track and field when he was growing up, and he was a pretty avid follower even when he no longer participated himself," Rick explains.

As a family, every other summer the Whitmores drove across the country to Utah in their station wagon to visit relatives. The trips there and back were broken up by stops at church and historical landmarks.

"It was kind of hard and loud and crazy sometimes with six kids in a station wagon," Kim remembers, "but my dad would pull us up, one at a time, to the front seat between him and mom—you got to be close to the air conditioning—and he would want to have a good conversation about the upcoming school year and our goals. We were all stuck in the car, and he didn't want to waste time, so he used it productively and it was fun."

Kay also organized yearly skiing trips as

well as family reunions. "Thirty years ago he started holding family vacations—now they've grown to about fifty people," Rick says. "My dad said, 'When you get groups of people together of this size if you can solve one problem it tends to go smoothly. It is all about bathroom management; you just need the right number of bathrooms. If you get that right, everything else will be smooth.'"

In addition to traveling, Kay also shared his love of animals with his family. "I bet we went to every zoo in the United States when the kids were growing up," Yvonne says. "I didn't particularly like them, but Kay and I and some friends did go on an African safari—I loved that, and he loved it too."

Kay also made it home by 6 p.m., in time for family dinners and Family Home Evening, even if he'd have to spend the rest of those evenings working from home. Family prayer and morning scripture study were also priorities. "He always made sure we had family prayer every night. And if we had friends over, it didn't matter, they'd have family prayer with us," Cindy says.



Practical advisor

As soon the Whitmore kids earned their driver's licenses, they learned how to drive cars with a manual transmission. "I implemented this rule with my two kids who drive, and they question why they have to learn," Michelle says. "I tell them that some day they'll be put in the position where they will need to know how to drive a stick. It has happened to me a lot, and I appreciated that my father taught me."

Known for goal setting, Kay wanted to make sure his children were also on a good track. "He was very good at helping young people who were making difficult decisions about marriage or careers," says Suzy, the youngest daughter. "He had a gift for helping people pull back and look at their situation. It would always make me so mad, because he was always right, and I knew what he was saying was true. I quote him more than just about anybody else."

Kay had a great ability to think long term and help others do the same. He was known to pull people aside and ask, "What are your goals? What are you going to be doing in five years? What are you going to be doing in ten years?"

In addition to helping others set goals, Kay also gave great advice. "He let us make our own decisions even though sometimes he knew they weren't very good ones. He would guide us, but he sometimes would just let us fail," Cindy says. "He was always very willing to give advice if we asked for it. But he didn't just give it; we had to ask for it."

Scott says Kay was a strict, but trusting, father. "When I was kid, I never had a curfew. My parents' rule was you can be out as late as you want, but you need to tell us when you expect to be home, and if you're late, you have to call," he says. "Their parenting style involved a lot of trust, but I kept that trust. And to some extent I am like



that in parenting with my young children. My dad taught me a lot about how to be a good father."

Kay was an upfront person—this straightforwardness also led to situations as his daughters went out on dates. "I always felt a little bad bringing boys over, because I knew my dad would scare them," Michelle recalls.

And sometimes the fatherly interrogation was a little too much for some of the young suitors. Scott recalls a time when one of his sister's boyfriends was over and heard Kay's car pulling into the driveway. "The boy ran and hid in the closet, so he wouldn't have to talk to our dad. My father was very stern," Scott says. "He wasn't scary, but because he was stern, all boys who tried to date my sisters were terrified of him."

When Kay was offered the opportunity to attend MIT for a year, he was concerned about how his children would feel about moving. He pulled each one into his office and asked them what they thought about leaving their home and moving to Boston. "The older siblings in particular were at pivotal ages, and he knew it would be a hard move. I suspect he knew he was going to take it, but it was very considerate of him to make us feel like we were part of the decision," Suzy says.

Involved grandfather

An avid reader, Kay was known to slip away from hectic family reunions and immerse himself in a book. He enjoyed historical fiction and kept an eye on the *New York Times* best-seller list. As the grandchildren started to come, Kay found a new way to integrate reading at the reunions. He would gather all the grandchildren—up to thirty at times—and their parents, take them to a bookstore, and treat them to a book of their choice.

"He wanted to help instill his love of reading to the grandkids, and everybody knew that dad was buying books for them because he loved to read and he wanted his grandkids to learn to be good readers," Kim says.

Kay also was attentive to the needs of his daughters as they started their own families. "My father was so incredibly helpful after I had babies; he'd drive over and take the other kids to the zoo for the afternoon. He was so practical and could see when there was a need," Michelle says. "He really saved me many times."

Kay accidentally ended up in the delivery room when Suzy, his youngest

daughter, had her first child—the first and only delivery he ever witnessed. "He happened to walk in at the worst possible moment," she recalls. "We always shared that experience because it was very, very memorable for my dad. He talked about it a lot afterward, saying how he'd never really appreciated how difficult child labor was. He was in awe of what women go through!"

After Kay's daughters became mothers, he would pick out Mother's Day cards for each of them and write a note. "I've never seen any other father do that," Cindy says. "He always said, 'I really appreciate you being such a good mother to all your children.'"

The grandchildren, who each received a special nickname from their grandpa, were often the recipients of his guidance, affection, and attention. He would ask them how school was going, what their favorite classes were, and, not surprisingly, what their plans for college were.

"I've seen my father cry only a handful of times in his life, and a majority of those were when he was talking about his grandkids," Scott says. "They were that important to him."





COMMITMENT TO WORK

"Challenges also pose opportunity."—Kay Whitmore, address to the Toll Fellowship Program, fall 1991

Kay Whitmore wanted his kids to work. When they were young they had jobs and chores around the house, and as they grew older they got part-time jobs outside the home.

"My father was very careful to not be ostentatious and spoil us in a way that we felt like we were above other people," Scott says. "I never felt that because he had a high position I was entitled to certain things."

The work ethic he instilled in his children was also passed on by example. Though a leader of a prominent company, Kay's responsible and hardworking nature began early in his life. "He was literally sent off as a very young man to go work for various aunts and uncles. He would be gone all summer working in these different jobs, which made him an extraordinarily hardworking person," Suzy says.

Through those arrangements, Kay ended up working at a fish cannery in Alaska, a dude ranch in Arizona, and a slaughterhouse in Utah. "It gives you a perspective on the world when you kill pigs every day," Kay said in a 1988 *Church News* article. "We live in a complex society where all the jobs are specialized. I learned that no matter how sophisticated this world becomes, there are some basic fundamentals in life."

"His philosophy was to always do the best job you can," Yvonne says of her husband. A 1989 *Utah Business* article echoed that viewpoint. "I've always believed that if you work hard," Kay said, "the future would take care of itself."

A very principled person, Kay went to bed at 10 p.m. each night—regardless of

whether there was company over—and got up each morning at 6 a.m. "Occasionally it caused an awkward social situation, but it didn't matter; he had to stay on his schedule," Scott says.

Kay's self-mastery pervaded all aspects of his life. He carried three-by-five cards in his shirt pocket and was constantly scribbling thoughts, schedules, and to-do lists on them. "He held a lot of different positions, both professionally as well as in the church, so he was juggling quite a few balls, and those cards were his way of staying organized," Rick says.

Delegation was also one of Kay's strong suits. "When we'd have a meeting, he'd pull a card out of his pocket—he had one for each area he was involved in," says Roger Adams, who served in a stake presidency with Kay. "He'd say, 'This is a problem, and we need to do something about it.' He then assigned it to one of us with the charge to 'make it go away.'"

Colby Chandler, Kay's predecessor at Kodak, said, "Right up front were his values, and they showed through in everything he did. He had values of integrity . . . humility . . . decency. Further, he showed a sense of justice. He was very much concerned about being in a just society and a just company."

"You know how you pick out someone in your life you want to pattern? Well, that was Kay for me. He's who I wanted to be like. And that started in 1966 when I first met him," says Don Woolley, who was a Kodak corporate planner when Kay was president and CEO. "He was an extremely straight shooter—very honest—you always knew where you stood with him."

Time at Kodak

Kay's leadership positions at Kodak gave him opportunities to conduct international business regularly and even live outside the United States. He started with Eastman Kodak Co. in 1957 as a quality control engineer in film manufacturing. In 1962, he became a product engineer on graphic arts films, until he was offered a chance to help oversee the startup of a film manufacturing plant in Guadalajara, Mexico, in 1969.

The two years in Mexico instilled a global perspective in the Whitmore family. "I have since moved all over the world, and I attribute that yearning to see the world to those early days in Mexico," Rick says. "Seeing something other than my Rochester neighborhood was a pretty eye-opening experience for a young kid, and learning another language and absorbing the Mexican culture was really exciting."

Upon returning to the United States, Kay was named superintendent of the film emulsion division and later assistant manager of the film manufacturing organization. He stayed in that position until another relocation opportunity came. This time, he was awarded a fellowship from the Massachusetts Institute of Technology's Sloan School of Management. The one-year program was an opportunity reserved for select Kodak employees who had ten to fifteen years experience in the company and were expected to continue in leadership positions there; the fellowship led to a master's degree in management.

After completing his graduate degree in 1975, Kay was named general manager of Kodak's Latin American division. During the next six years, he was named assistant general manager of the U.S. and Canadian Photographic Division, elected a company vice president, and appointed an executive vice president and general manager of the

Photographic Division.

In 1983, Kay was named president of Kodak, one year after he was elected to the Kodak Board of Directors. He served as president for seven years, until he was named chairman and CEO—succeeding Colby Chandler. "He always said he had good mentors and that he was in the right place at the right time," Yvonne says of Kay's rise to the top.

Colby said Kay was disciplined, organized, knowledgeable, realistic, and loyal. "He had a key ability to join the team, identify the critical issues, and recommend action," Colby says. "He was very cool under pressure."

During his three years as CEO, Kay launched new products, spun-off Kodak's chemical arm, restructured the company, and encountered financial obstacles as the company tried to recover from a federal ruling against Kodak. He emphasized focusing on customers and maintaining the company's high reputation for quality.

When Kay was dismissed by the board of directors in 1993, he kept all his stock and told his family to keep supporting Kodak and buy its film. "He never said one bad word about Kodak or anyone in the company. He only left Kodak saying wonderful things," Michelle says. "He was interviewed many times and would say, 'Kodak will stand strong with or without leaders such as me.'"

"I knew my dad had a lot of integrity," Suzy says. "Everything that happened with Kodak really showed that in a big way he really cared a lot about Kodak's welfare—it wasn't just about him—he really wanted what was best for the employees and the company."

About six months after leaving Kodak, Kay, with Yvonne at his side, began to preside over another organization—the England London Mission.



COMMITMENT TO THE LORD

"I let people know I'm a Church member, but I'm careful not to push my religion on to people. . . . I think the primary thing to do when you work in this kind of environment is to do your job, whatever is expected of you and as well as you're capable of doing. You're recognized for that. You don't flaunt your religion; you don't make it a big issue. Most people are religiously inclined and have their own church.

They're good people; we must respect them."—Kay Whitmore, 1984 Church News article

Kay Whitmore had a very logical approach to the church, as he did with everything in his life. "I remember my dad once saying, 'I don't worry much if the church is true or not, I'm just so grateful and appreciative for all the church has done for me and my family that I will always stay a strong member,'" Michelle says.

"He was a tremendous example of church members to the community. People got to know what Mormons stood for through Kay. He represented Mormonism. He was always very upright," says Roger Adams, who served as second counselor to Kay in the Palmyra New York Rochester Stake.

Kay had a talent of being able to discern the right thing to do. "He had honesty and integrity almost to a fault," says Don Moyer,

who says Kay was his best friend for many years. "He had an ability to focus on the central issue of any situation very quickly. He got right to the heart of the matter and had good judgment."

Whether conducting stake conference or Family Home Evening, Kay always ran a smooth meeting. "My dad held many church leadership positions—callings that required a lot of meetings," Kim says. "He worked from an agenda and stuck to the agenda. He didn't want to waste people's time, because he didn't like people to waste his time. I learned how to run an efficient meeting from him."

Kay was able to perform in different leadership functions with ease. "Kay believed that stakes were there to support the wards," says Don Woolley, who served



with him in the stake presidency. “He never told the bishops what to do. He was not domineering, but if someone had to take charge, then look out—because he would. He was probably one of the best leaders we’ve ever seen.”

“He was a very quiet learner of the gospel; he didn’t go around preaching to all of us,” Cindy recalls. “But I was always impressed how he could stand up and give a talk with really nothing written out. I always enjoyed listening to his talks.”

Kay’s commitment to the Lord was most evident in his church service, Suzy says. “He wasn’t someone who talked a lot about his testimony or spiritual experiences, but he believed it, knew it was true, and was willing to do anything he was asked to do,” she says.

“He was willing to serve in any way and taught us that we should accept all callings,” Cindy says. “No matter what it was, whether

Sunday School teacher or stake president, he took every calling.”

Overseeing young adults

Kay, who served in numerous positions including regional representative and three rounds as a bishop, had a large concern for young adults and youth throughout his life. As mission president, he was keenly aware of the hard work and experiences his missionaries were having in the streets of London. He often would tell the office missionaries, “I want the mission office

“ . . . choose you this day whom ye will serve . . . but as for me and my house, we will serve the Lord.”

—Joshua 24:15, one of Kay’s favorite scriptures

to be a happy place. That’s a cruel world out there and they face rejection at almost every door. When they come in the office, this needs to be a comfortable, happy place.”

“As a mission president, I remember him telling me that his job wasn’t so much to have converts, as it was to make sure that the missionaries felt good about being

there,” says Don Moyer, who served with Kay in stakes presidencies and also oversaw finances for the London Mission when Kay was president.

After serving as a branch president, stake president, and mission president, Kay and Yvonne were called to serve as a CES missionary couple in San Diego in 2002.

Kay basically spent the last ten years of his life working with single adults in the mission field and as president of the Rochester Young Single Adult Branch. “I think that’s where he was happiest, because young people tend to be more optimistic, and that’s what he was,” Roger Adams says. “When he came back from serving in San Diego, he spoke in our high priest group and said, ‘I am really convinced that the church is in good hands.’ He felt that the youth were exceptional.”

When Kay and Yvonne were called to the San Diego mission, Kay called the man he was replacing to find out what his duties would be. The man told Kay that he mostly parked cars for the students who attended the institute, since there was limited parking.

“I remember when he spoke at his

mission farewell he said that he’d do whatever he was asked to do, and if it was to park cars then he’d park cars,” Roger Adams says.

Kay also was a supportive leader to those in his stewardship. He once challenged a young adult, who was a new member, to read the Book of Mormon. He told her, “I’m going to read it with you at the same time, and we’ll get back to each other once we do.”

“I was really impressed with that—she was having a hard time, and he wanted to make sure she didn’t go inactive. He was reaching out to an individual; he always looked for people who needed a little help and love and motivation with goals like that,” Kim says.

Whether in the church, community, home, or office, Kay’s leadership and commitment were unwavering. As described in a letter to Kay on 29 April 1987, Gordon B. Hinckley wrote, “You carry a tremendous responsibility as president of Eastman and another tremendous responsibility as president of the stake. Each of these undertakings is a reflection of your great ability. . . . May you continue to be blessed of the Lord.”



IN TRIBUTE

Kay Whitmore, former Kodak CEO and member of the Marriott School's National Advisory Council, died 26 July 2004. He was diagnosed with leukemia one month before his death.

"Kay Whitmore was an energetic supporter of the Marriott School and a devoted mentor," says Dean Ned C. Hill. "He personally assisted many students by reviewing their résumés, counseling them on internships, and giving valuable career guidance. We will greatly miss Kay Whitmore—a man of great integrity, intelligence, and faith."

Kay was born in Salt Lake City on 24 July 1932 to Rex George Whitmore and Ferrol Terry Smith Whitmore. He earned his bachelor's degree in chemistry from the University of Utah and his master's degree in management from the Massachusetts Institute of Technology.

Kay married Yvonne Schofield 6 June 1956 in the Salt Lake Temple. They are the parents of six—two boys and four girls: Rick Whitmore, Kimberly Christensen, Michelle Clark, Cynthia Lund, Suzy Jensen, and Scott Whitmore.

Besides his role as CEO, Kay served as chairman of the Business Roundtable's Education Task Force. He was a trustee for the University of Rochester, International Museum of Photography at the George Eastman House, and National Center on Education and the Economy. Kay was also on the board of directors at Chase Manhattan Bank Corporation and chairman of the board for the Industrial Management Council of Rochester.

Kay received multiple awards, including a Civic Medal Award from the Greater Rochester Metro Chamber of Commerce; the F. Ritter and Hettie L. Shumway Award

from the American Society of CLU and ChFC; and the National Equal Justice Award from the NAACP Legal Defense and Educational Fund, Inc.

In 1990, the Rotary Club of Rochester honored Kay with its Annual Rotary Award for his outstanding community service. He also received a 1991 Distinguished Alumnus Award from the University of Utah and the 1986–1987 Exemplary Manhood Award from BYU.

Kay was a founding member of the New York Governor's School and Business Alliance and served as a founding member of the National Center for Education and the Economy. He was the recipient of four honorary degrees: doctor of science from Clarkson University; doctor of humane letters from Keuka College; doctor of humanities from Nazareth College of Rochester; and honorary doctor of laws degree from The University of the State of New York.



MARRIOTT SCHOOL

Named for benefactors J. Willard and Alice S. Marriott, the Marriott School at Brigham Young University is nationally recognized for its outstanding business leadership and education. The school attracts some of the brightest students and faculty from across the nation and around the world.

A Marriott School education is rooted in strong management and interdisciplinary training and supported by an emphasis on ethics and principle-based leadership. In addition to traditional management training, the school's distinguished faculty integrate four areas of focus: international business, e-business, economic self-reliance, and entrepreneurship.

International Business

The Global Management Center breathes an international perspective into all programs at the school. Learning at the Marriott School is enhanced by the cultural perspective students and faculty bring to the classroom. Nearly 20 percent of Marriott School students come from outside the United States. Most of the faculty and students have lived abroad. Some 80 percent of students are bilingual, and more than 25 percent speak three or more languages fluently.

E-business

The Rollins Center for eBusiness melds research with innovative business technology to form an interactive atmosphere for students to collaborate and network with industry leaders. The center prepares students to lead in a networked world, enables faculty to extend the frontiers of e-business knowledge, and partners with industry leaders to advance the practice of e-business.

Economic Self-Reliance

Through innovative action research, outreach activities, and applied learning, the BYU Economic Self-Reliance Center brings practitioners, researchers, and community members together to help families throughout the world become economically self-reliant.

Entrepreneurship

The Center for Entrepreneurship educates, encourages, and supports students to successfully start and operate new ventures both domestically and internationally. Students learn from and network with successful entrepreneurs and other influential business people through programs like the Student Entrepreneur of the Year contest, the Student Business Plan competition, and the Entrepreneur Lecture Series.

Marriott School graduates are valued not only for their international business perspective, e-business skills, entrepreneurial zeal, and commitment to self-reliance but also for their tenacious pursuit of excellence. Known for their high ethical standards and personal integrity, Marriott School graduates provide leadership, stability, and strength in companies and communities throughout the world.

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