

Special Remembrance of Barry Armandi

[BONITA BETTERS-REED](#)

Simmons College

Editor's Introduction

We would be remiss if we did not mourn the passing of a special friend to EAM, the national Academy, and to OMJ as well, among many other professional organizations. Sadly, Barry Armandi of SUNY-Old Westbury, who was instrumental in helping us get OMJ off the ground five years ago, passed away last November at the age of 59. He is a co-author of an article with Mensch and Sherman in this issue of the journal. I, personally, partnered with Barry on many projects in management education and studies, and I will miss his unstinting desire to help and nurture in every way. I know many of you will miss him, too. May peace be with you, Barry.

We are pleased to print a special memorial remembrance of Barry by a great friend of the journal, and Fellow and Past President of EAM, Bonnie Betters-Reed of Simmons College. Bonnie read these remarks at a memorial session chaired by Gina Vega for Barry at the 2007 EAM meetings:

How does a seasoned professor find her way to case writing after a 20 year hiatus? In fact, how does anyone reinvent or reinvigorate one's career ...we find a mentor. And in my case, this mentor had always been right there, willing to lend his expertise, time and guidance... for many years. I had observed him from afar, the quiet persistent respected man of EAM who had collaboratively led The CASE Association from a marginalized position to an organization that has a close and enduring relationship with EAM. So when my co-author, Lynda Moore, and I decided that we could take our diversity lens to entrepreneurial cases, I knew Barry Armandi would show us the way. I was grateful when Fran Amatucci scheduled the Barry and Herb "show" at a USASBE pre-conference program for aspiring case writers in the entrepreneurial arena. I didn't really know Herb at the time, but I knew Barry Armandi and knew and trusted his reputation. Nevertheless, I was nervous about this new venture. I had never written a business case and was a bit worried about our reception as two female diversity scholars aiming to change the case landscape. Shortly after arriving at the conference site, Lynda and I were walking down the hallway...doubts and questions whirling in my head...two men approached and I heard my name...followed by a Barry hug. He was so glad we came, it was great to have us in the audience, he welcomed our feedback...and I beamed with pride – the EAM connection and outreach – Barry Armandi was there – ever so humble, yet oozing confidence and sharing of himself – including, validating, guiding...Fast forward about four years to May 2006. It was only my second time at a CASE Roundtable, Lynda was unable to attend and our case, "Kija Kim," was being critiqued by Herb and Gina. As the three of us jostled through the session, it became clear that I needed to explain a few things. Why hadn't we followed the prescribed format that Herb knew I knew...why had we made such extensive use of the interview quotes – it almost seemed obsessive? Why didn't we stick to a chronological development – it seemed like

unnecessary duplication within themes? I heard a familiar voice to my right, and Barry Armandi encouraged me to explain my purpose and perspective. So as I proceeded, Barry moved a bit closer, leaned in and listened intently as I shared our concern with authentic representation of the protagonist's voice and her cultural context, how we as diversity scholars had an obligation to help the instructor better understand narrative discourse and better integrate diversity themes and perspectives with a case about a successful woman of color leader. And as I was winding up with this monologue, I realized that I had made the mistake of not giving this important context to my reviewers Gina and Herb...and I remember the look on their faces and Herb's exclamation, "so why didn't you say this?" Gina nodded, and Barry jumped in...telling me to put this summary in our teaching note just as I had then explained it. Herb nodded and Gina added specifics...it was an important turning point in my understanding of how to be clear and hopefully compelling with our diversity agenda. And, it was one of those nice moments in time when I realized I was part of a collaborative team effort that had made a difference with so many budding case writers before me. Barry stayed through the session and as I rose to leave, he placed his hand on my arm and said, "– it is important work Bonnie, I'd be happy to read the next draft – send it to me if you want." This was the last time that Barry and I spoke face to face. The Barry hug, his extended hand, his humble countenance and encouraging voice...a role-model of inclusion and a mentor to emulate.

Barry Armandi

