

NEELEY@advantage

A Publication for Friends of the Neeley School of Business
Spring 2002

LEADERSHIP

Looking for Leadership

Neeley Undergraduate Leader

Leading by Giving

Thoughts on Leadership

Alumni Business

The NEELEY
SCHOOL of
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TCU



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Neeley in the News

BY TRACY SYLER-DOXTSON

Meredith Fraker Thompson Memorial Scholarship



*Meredith Fraker Thompson with
husband, Tim Thompson*

Meredith Fraker Thompson's zest for life was unmistakable. As an undergraduate at TCU, she volunteered with numerous organizations, was a strong student and garnered a prestigious internship at Luther King Capital Management Corporation. After graduating in 1996, Meredith went to work for Simmons & Company International, a Houston-based investment banking firm specializing in energy. Tragically,

last July, Meredith was struck by lightning outside of her home in Houston.

To honor Meredith's legacy, her friends and colleagues at Simmons & Company and Luther King Capital Management established the Meredith Fraker Thompson Memorial Scholarship in Finance at TCU. Within a few days of her death, her friends and colleagues organized and established the scholarship and in less than two months, this dynamic union of friends, co-workers and family had raised more than \$200,000 to endow it.

March 2002 will see the inaugural awards presented to two matriculating senior finance students. These students will be selected for their drive to succeed and their academic and co-curricular involvement. Each student will receive a \$5,000 academic scholarship and internship opportunities that parallel Meredith's work experiences at both Simmons & Company and Luther King Capital Management.

This scholarship demonstrates how a single person can make a tremendous difference in a short period of time. Meredith touched the spirit and outlook of all those she came in contact with and through the dedication of her co-workers and friends, her life will be both cherished and celebrated for years to come.

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Chief Marketing Officer, Burlington Northern-
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Bank One, Fort Worth)

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Bell Helicopter-Textron, Inc.

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Sr. Vice President, Logistics & Allocations
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Message from the Dean



Gus Caserich

Each of us can think back to an event in our lives that made an indelible imprint on our minds and on our future. Often, disquieted by the tragedy they bring, these events shape our very being. However, the events that seem to shape us the most are events that catch us by surprise: the ones that are not planned, not envisioned, not prepared for; not the planned graduation or marriage or planned job relocation, but the unexpected and eventful surprise.

Surprises test our capacity, adaptability, character and spirit. On September 11, 2001, not one individual, not a city, not a state, not a nation — but the world — was surprised. And from that surprise — that critical event — the fabric of our mind and collective societal consciousness changed. We became fearful of everyday life. We became anxious. We became depressed. We became more careful.

In a streaming world of uncertainty and chaos, we sought stability. Virtually everyone was seeking and looking for a way to understand and move forward. At this critical time, leadership spontaneously emerged. It emerged on the front line among the firefighters, police officers and volunteer workers. It emerged in our organizations, as those we perceived as competent managers became leaders. It became the day when a competent mayor and president became world leaders.

When we selected “leadership” as the theme for this issue of *Neeley@dvantage*, we had no idea how much this topic would be on our minds. When you read about what corporations are looking for in leaders, profiles of successful student and industry leaders, and faculty and staff involvement in community affairs, we hope you’ll be pleased with what the Neeley School is doing to develop leaders.

Nonetheless, I think we can and must do more. I believe the Neeley School must actually create environments that allow our students to lead. Classroom learning is important but learning in the crucible of business reality is mandatory. There are many opportunities for our students to lead student organizations, organize and operate student-led businesses, organize study groups, and develop and lead community service activities. In short, students will *learn* about leadership in the classroom but will learn to *become* leaders by participating in and learning from actual leadership experiences.

Dr. Robert F. Lusch

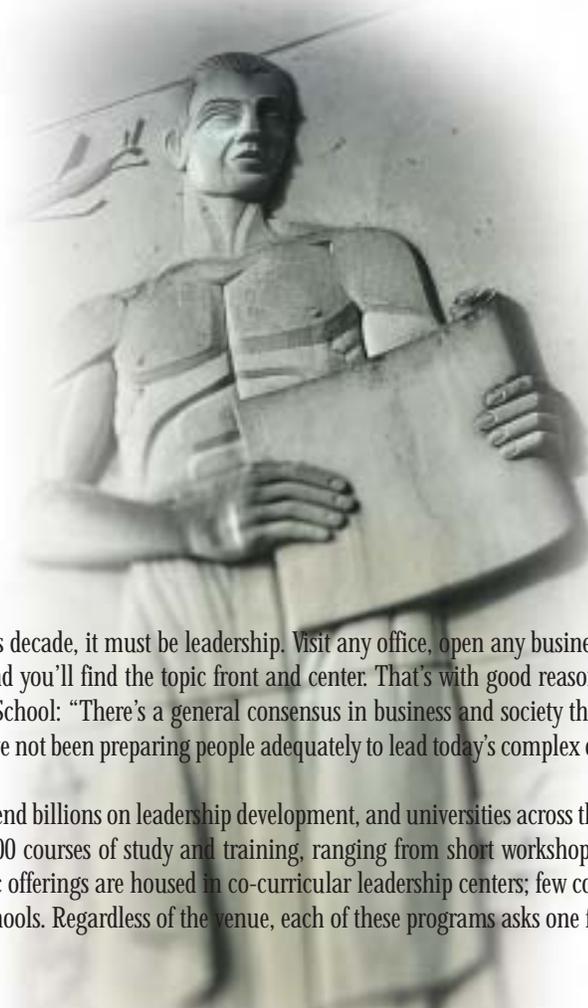
Dean & Distinguished University Professor



Looking For Leadership

WHEN CORPORATIONS LOOK FOR LEADERS AT NEELEY,
THEY FIND THEM — AND A NEW LEADERSHIP EDUCATION INITIATIVE

BY SARAH B. JOHNSON



If there's a buzzword for this decade, it must be leadership. Visit any office, open any business publication or attend any professional conference, and you'll find the topic front and center. That's with good reason, according to Dr. Robert F. Lusch, dean of the Neeley School: "There's a general consensus in business and society that our country has a leadership crisis, a sense that we've not been preparing people adequately to lead today's complex organizations and societies."

To fill the void, corporations now spend billions on leadership development, and universities across the country now provide leadership instruction in as many as 900 courses of study and training, ranging from short workshops to full-fledged degree programs. Almost all of these academic offerings are housed in co-curricular leadership centers; few count for academic credit and even fewer are found in business schools. Regardless of the venue, each of these programs asks one fundamental question: What exactly is leadership?



Howard Prince

If anyone can answer that question, it's Dr. Howard Prince, whom many consider to be one of the founding fathers of modern leadership education. Dr. Prince is the architect of the Army's first graduate degree in leader development and the nation's first undergraduate major in leadership at West Point, and is founding dean of the University of Richmond's Jepson School of Leadership Studies (the nation's first undergraduate school to offer a major and degree in leadership studies). Now director of the University of Texas' LBJ School of Public Affairs Center for Ethical Leadership, Prince says he uses a "textbook answer" to define leadership. "Leadership is a process of reciprocal influence among the members of a social unit intended to help the members of that unit achieve a shared goal that matters to more than one person," he explains. "That says leadership is not something leaders do, but something leaders and followers do together. Also, it differs from management, as manage-



"THE FACULTY AND STAFF OF THE M.J. NEELEY SCHOOL OF BUSINESS
ARE COMMITTED TO DEVELOPING ETHICAL LEADERS WITH A GLOBAL
PERSPECTIVE WHO HELP SHAPE THE BUSINESS ENVIRONMENT
OF A RAPIDLY CHANGING FUTURE."
- NEELEY MISSION STATEMENT

ment is about creating certainty and stability while leadership is more about handling uncertainty and change."

Does that definition work in corporations around the country and globe? Apparently it does, in light of the leadership skills businesses look for in business school grads, and teach in their own leadership development programs. P.D. Shabay, executive vice president-administration and chief human resources officer for Bell Helicopter Textron, Inc., explains: "One skill stands out: the ability to communicate. It's difficult to be a leader and not communicate well."

Creative problem-solving also is important, says Prince, who, as the Jepson School's dean, was intimately familiar with businesses' priorities for recent grads' leadership skills. Dr. Larry Peters, professor of management in the Neeley School, notes that leaders also need the skills to engage others in ways that get the best from everyone, and says teaming, facilitating and coaching skills should be added to the mix.

Also key is ethics, the ability to look past short-term self-interest to the good of the group, says Shabay. Prince agrees, "Businesses want people with personal integrity and a clear sense of values; with honesty, responsibility, dedication and loyalty, which are all part of integrity. If I were a CEO and could hire creative problem-solvers with integrity, I could create the best company in the world."

Of course, preparing grads to meet business demands like these has long been a primary goal at Neeley and TCU, where a number of courses and programs address the skills of leadership (see inset box). Along with theory and skills, however, leadership training has to include experience that translates to the corporate world, say executives like Shabay. To that end, Neeley also offers courses in leadership at both the graduate and undergraduate levels and an overall orientation toward leadership in other management classes. In addition, many courses involve students in team-based projects, and these are supplemented by a number of student-led organizations, events and projects with ample hands-on opportunities for leadership practice and faculty/advisor feedback.

Still, this isn't enough, says Lusch: "Leadership is the heart of Neeley's mission. I'm proud of the many aspects of our programs that develop leadership in our students, but we need to do more." That's why Neeley has launched a new initiative to identify the best in leadership training and to incorporate those findings into its

courses and programs. In response to this initiative, Peters has been on the road logging thousands of miles visiting the nation's top corporate and academic leadership training programs. He explains, "I've visited the best of the best — West Point; the Wharton School; the Center for Creative Leadership; and corporations that excel at leadership training like GE, IBM and PepsiCo — to learn what leadership training is most effective and valued by business. I'm to bring that home to Neeley, to challenge us to enhance the leadership education and development we offer. Few business schools teach leadership in a planned, systematic way. Neeley is stepping up to the challenge."

"That's very exciting," Prince observes. "All business schools say they teach leadership, but few commit the necessary faculty and budget to do it seriously, in a programmatic way. Neeley is taking an innovative position that can give it and its students a competitive advantage."

"The United States has long depended on our leaders emerging by accident, happening to gain their skills through experience alone, without any formal training," he concludes. "We can't continue to depend on that. Our democracy and pluralistic society need leaders to preserve our freedom and economic well-being. We need to systematically train leaders. We've got to do a better job."

- TCU Leadership Center — offers a full array of introductory workshops on leadership skills, styles and ethics
- Center for Professional Communication (CPC) — the first comprehensive communication center to be housed within a business school offering a one-of-a-kind communication diagnostic and certification program
- Professional Development Program — a program of the CPC offering graduate students an individualized series of workshops, course modules and assessments focusing exclusively on leadership and its component elements: including communications, team-building and interpersonal skills
- Overall orientation toward leadership in many Neeley classes and in team-based classroom instruction methods
- Wide variety of student-led business organizations, events and projects for experiential learning and feedback



BY MA'LISA Y. MANN

Moving Forward, Giving Back: Neeley students roll up sleeves for day of service

"ANYTHING THAT THEY NEEDED A SET OF HANDS FOR, WE WERE WILLING TO DO."

— DR. CHARLES WILLIAMS, ASSOCIATE DEAN,
DISCUSSING THE NEELEY SCHOOL'S FIRST COMMUNITY SERVICE DAY

Farly last April, 75 Neeley School students, faculty and staff set aside their typical Saturday routines and offered their brains, talent and muscle to several civic and charitable organizations as part of the first-ever Neeley Community Service Day. When it was all over, six community groups had cleaner windows, trimmer lawns, newly painted walls and stacks of freshly stuffed envelopes ready to be mailed. And students and other members of the Neeley family had a sense of satisfaction that can only come from helping others.

Dr. Charles Williams, associate dean for undergraduate studies and faculty advisor for the event, says the idea for it stemmed from a challenge issued by the school's International Board of Visitors (IBOV). "About a year before the event, the IBOV challenged us to make the 'C' in 'TCU' count for something," he recalls. "It reminded us that the idea of social responsibility is not new in the business world and it's a tradition in Fort Worth. The board encouraged us to 'get back to our roots' and do what M.J. Neeley did 40 or 50 years ago: helping others."

Tailoring their efforts after the University's successful "TCU Leaps" model of community service and armed with a \$2,000 grant from The Wall Street Journal, a steering committee of Neeley student volunteers met several times to come up with a budget and volunteer recruitment plan, make contacts with organizations and brainstorm other details.

"The event is managed and led entirely by students," Williams points out. "It wouldn't be as meaningful if I ran it, so I simply offer advice and support." Each steering committee member spent about 40 hours preparing for the event, honing their marketing, organizational and leadership skills, Williams notes. Community



Faculty, staff and student participants.



Neeley Community Service Day participants in action.

Service Day Chair Beth Cooper '01, easily logged "triple or quadruple that number of hours."

Cooper, who is now a fund-raiser for United Way in Dallas, says the event was a rewarding experience, noting that the six work groups were able to serve such diverse organizations as a local food bank, the Salvation Army, Catholic Charities and the Girl Scouts.

"The goal last year was to unite the business school students and faculty while giving back to the community," Cooper explains. "We definitely did that. Plus it was an opportunity to get to know other students and faculty outside of the classroom. We even organized work teams so that each participant would get to know people from different student organizations and class years."

Steve Inman, a May 2002 MBA candidate, helped promote Community Service Day and spent that day preparing a mailing for a women's shelter. In addition, he began working as the community service officer for the MBA Association in January 2001, helping organize MBA student participation in the Race for the Cure®, a collection drive for the Ronald McDonald House®, Boo at the Zoo and an ongoing effort with the TCU Rise School for children with developmental learning needs. "We haven't done anything really big," Inman says modestly. "But it is my feeling that each of these smaller events can and does make a difference."

And with a little care and attention, smaller efforts can grow bigger. Williams hopes that 225 students, faculty and staff will participate in the April 2002 Community Service Day. Student groups are already planning the effort. "Because so much giving was oriented to the attacks in New York City and Washington, local charities will need even more sets of hands to do work because their finances may have fallen short," Williams concludes. "I don't think that there will be a shortage of need."

Cooper agrees. "I believe many people feel helpless and want to give something and be a part of the healing process," she adds. "I hope the next Neeley Community Service Day will attract those people."

The Barbara J. Snell Award for Outstanding Leadership

The story behind a leadership honor and the person who inspired it

BY SARAH B. JOHNSON

“THE AWARD SYMBOLIZES WHAT BARBARA SNELL IS ALL ABOUT: GENEROSITY, CARING AND SERVICE.”

— DR. STUART A. YOUNGBLOOD,
PROFESSOR OF MANAGEMENT AND 2001 SNELL
AWARD WINNER SELECTION COMMITTEE CHAIR

I just started bawling! I couldn't believe anyone would do that for me!" recalls Barbara Snell, her eyes misting a bit at the memory. The longtime administrative assistant in Neeley's Department of Management remembers the day in 1999 when she learned that two Neeley alumni had honored her by creating the Barbara J. Snell Award for Outstanding Leadership. Given each spring to a senior or recent graduate from the Department of Management who exemplifies outstanding leadership, the award includes a substantial monetary gift. Winners have included Lisa Jenkins (2000) and Ceci Burton (2001), who were selected from an outstanding field of candidates for their good humor; upbeat, generous attitudes; and adherence to strong academic standards (without reference to a specific GPA).

The alumni who created the award are Pat Lewis, a 1992 advertising/PR major/business minor, and 1999 management graduate John H.P. Hudson. Lewis, who is based in Orlando, Fla., as district production manager of North American Mortgage Co., says he met Snell in 1988 when she hired him to help out in the management office. "She's a friendly person — a mother figure — who's a staple at the Neeley School," he says. "She really cares about the students and knows many of them on a personal basis. Her presence and warmth really make the students feel comfortable during the transition into their college years."

Lewis recalls that Snell often encouraged him when he worked for her: "We were like family. She knows my family, and I, hers. We talked a lot about life." Hudson, who works for North American Mortgage as a senior loan officer based in the DFW area, adds that Snell provided him with key introductions and referrals that ultimately led to his business success.

Both men decided to create the award to express their appreciation for Snell's support. "We wanted to honor Barb and what she's meant in our lives," Hudson explains. "We also felt it was important to recognize and encourage students who really



Barbara J. Snell

hustled and worked their tails off; the ones who participated in class and took the lead in community service, student organizations and other activities. And we wanted to give back to TCU and, especially, the business school." Adds Lewis, "For me, the award is also about being a leader by giving back to TCU and the students who will be the next generation of young professionals."

Management Department Chair Gregory K. Stephens says the award helps highlight the value of leadership while acknowledging the trade-offs that sometimes come with it. "I think this award carries the highest significance to students in that it recognizes that effective leadership isn't always accompanied by the highest GPA," he explains. "Some students purposefully accept a trade-off between a slightly lower GPA in return for service and leadership contributions in the Neeley School, TCU or the community. Those of us who have made similar choices recognize the added value that such activities bring to the educational experience."

For Barbara Snell, the namesake award is yet another way to encourage students as they spread their wings, something she's done in her quiet way for years. Still, she's humbled by the recognition the award has given her. "I do what I do because I love the kids, and I love seeing them and helping them," she explains. "It's my job."



Neeley Undergraduate Leader

HOW ONE STUDENT CREATED HER OWN PATH TO LEADERSHIP

BY SARAH B. JOHNSON



Raquel Torres Carvajal

When she was a child, Raquel Torres Carvajal probably colored outside the lines. This 22-year-old Neeley E-Business major has already shown a talent for thinking outside boundaries to get things done, winning her a number of awards and recognition across campus and beyond. “I’ve worked with a lot of students over the last 10 years, and she’s definitely one of the top leaders I’ve ever seen,” says Dr. Judy Pennywell, assistant director of International Student Services.

As advisor to the International Student Association (ISA), Pennywell recalls when Torres*, the group’s president, forged an unprecedented alliance among the four international/cultural organizations at TCU to offer joint pro-

gramming on campus: “She brought these groups together — something that had not been done before — to bring them more visibility and presence on campus. That’s a great legacy for the international students and for the global perspective of TCU.”

A Cali, Colombia, native, Torres attended a bilingual school where she began learning English at age 5. She credits her mom for encouraging her willingness to explore sometimes unconventional new things: “My mom allowed me to do school activities like working on a student newspaper (not common in Colombia) and even trying different hair colors; things that weren’t traditional, but that were creative and fun.”

*Special Note: Carvajal is her mother’s family name, included after Torres when she presents her name formally, according to Colombian custom.

"THE UNIVERSITY REALLY SUPPORTS
YOUR INITIATIVE IF YOU WANT TO BE INVOLVED."

— RAQUEL TORRES CARVAJAL

Torres first visited the United States in 1996 as part of a high school student exchange program. She decided to attend an American university when recruiting materials she received piqued her interest. A top student, Torres is known around campus for her intelligence, confidence, enthusiasm and irrepressible curiosity. "I think one of the reasons she's a good leader is that she's a good listener and asks good questions," Pennywell notes. "She's curious about details; when one person would ask one or two questions, she'll ask three or four." One of Torres' E-business professors, Dr. Meenu Singh, agrees: "She has the 'what-if' skill. She'd stop by after class and ask questions. When I'd answer them, she'd ask, 'But what if...,' exploring the topic through different scenarios. She also has good problem-solving skills, which will serve her well professionally."



Torres followed an affinity for computers to her major. She explains, "I use the Internet a lot. Because I'm an international student, I do all my banking online, and also much of my shopping, since I don't have a car. The Internet offers so many opportunities to be inventive and entrepreneurial, because it's a relatively new environment for business. In many ways, it's an open frontier full of possibilities for creative business strategies."

Characteristically, she's looked for opportunities to learn at Neeley beyond the traditional classroom environment, supplementing her coursework with extracurricular activities and putting those new skills to the test by taking the lead in the ISA and other student and volunteer groups. She explains, "I know it sounds like a cliché, but you have to take advantage of all the opportunities that are offered in the educational environment. What I love about TCU is they make room for student leaders to learn through their involvement with campus organizations. Volunteering for leadership roles is how you learn to apply the concepts you learn in the classroom."

Clearly, Torres takes her education seriously, but for a less selfish reason than many. She explains, "Education broadens your horizons and makes you more aware of your place in the world. You become more aware of the global landscape and how what you do affects other people and cultures; that the world is interconnected. That's become especially important now." Not a surprising answer for one who so clearly sees the value of looking beyond the limits to see all of life's — and the world's — possibilities.



Raquel Torres Carvajal

Undergraduate E-Business Major

Hometown:
Cali, Colombia

Education:

May 2003 - TCU BBA E-business, minor in Japanese

June 1998 - Colegio Jefferson (bilingual high school) Cali, Colombia

Honors:

Academic Excellence Award (1999)

Alpha Lambda Delta Freshman Honor Society (1999)

Associate Honors Scholar (2001)

Beta Gamma Sigma Business

Honor Society (2001)

Dean's List (all semesters)

Delta Delta Delta Scholarship Recipient (2000)

Emerging Leader Award (1999)

Excellence in Introductory Economics (2001)

Golden Key International Honour Society (2001)

International Dean's Scholar (1998-present)

Mahatma Gandhi Scholarship Recipient (2001)

Silver Sail Award, Best Columnist (*TCU Daily Skiff*, 1999)

TCU Honors Program (1999-present)

TCU Scholar (4.0 GPA, 1998, 2000)

Who's Who Among Students in American Universities and Colleges (2000-01)

Leadership:

Computers and Telecommunications Committee
(appointed by the Chancellor, 1999-01)

E-Business Association (2001)

TCU Student Foundation (1998-present)

International Ambassadors (1998-2000)

International Student Association

-President (2001-02)

-Campus Involvement Chair (2000-01)

-Treasurer (1999-00)

Student Government Association — Town
Representative (1999)

TCU Leadership Program —
Prism I (1998)

Hobbies:

Asian studies/Japanese

culture and language

Computers and the Internet

Travel (North and South

America, Europe, Japan)

Writing poetry (Spanish

and English)

Volunteering (student

groups, online translator

and internet/computer

assistance)

Languages:

English (fluent speaking

and writing)

Japanese (conversational)

Spanish (native speaker)

Definition of leadership:

Knowing when to listen

and knowing when to

speak.



2001 TCU/ EntrePrep™ Program Planting the seeds for business leadership

BY SARAH B. JOHNSON



Andres Giraldo presenting to Interactive Associates staff.



Lacie Harville and Bryan Eppstein

“It was the best week of my summer!” exclaims Lacie Harville, a senior at Fort Worth’s Southwest High School. Harville participated in last June’s weeklong residential business boot camp for 2001’s TCU/ EntrePrep™ program, which is designed to expose talented high school seniors to the idea of entrepreneurship as a career. Offered free to 24 competitively selected high school seniors, the program also requires that participants complete a 150-hour internship with an area business, keep a journal of internship experiences, attend four “booster” workshops and write a paper suggesting business improvements for their internship sites. When they finish, participants receive a \$1,000 scholarship for the university of their choice. That amount will be matched by Neeley’s James A. Ryffel Center for Entrepreneurial Studies if the student is accepted to and attends TCU. The Ryffel Center began offering the EntrePrep™ program after receiving a grant from Kansas City-based Kauffman Center for Entrepreneurial Leadership at the Ewing Marion Kauffman Foundation, which pioneered the program in 1995.

The coursework, covering business basics from marketing, sales and pricing to accounting and business ethics, was presented with a high-energy approach meant to keep the 17- and 18-year-olds as engaged as they were challenged, explains Neeley Assistant Professor of Entrepreneurial Management Stephen Mueller, who was the lead instructor during many of the summer residential camp classes. The students’ evenings offered a change of pace, with activities — from Shakespeare in the Park to a Texas Rangers baseball game — that were educational, fostered team-building, or were just plain fun.

Harville interned with a Fort Worth-based political polling and consulting firm, The Eppstein Group. Recalls firm president Bryan Eppstein, “Lacie is a very bright and capable individual. We tried to give her a glimpse of the many different things we do.” Tony Marrero,

another volunteer mentor and president of Fort Worth’s Interactive Associates, a multimedia development company, agrees. “I was so impressed by the participants’ ambition, knowledge and can-do attitudes. We’ve really made our intern, Andres Giraldo, a part of the company. We wanted him to have a well-rounded view of what happens in our office.”

The mentors also have provided something more valuable than work experience: an example of business and community leadership in action. Intern Giraldo credits Marrero with showing him how to maintain a dialogue with employees and others, a skill he now incorporates into his own leadership style. Likewise, Harville learned from Eppstein’s stellar communication skills and more: “He’s a good communicator. It’s so interesting to me now to see what comes up in elections. It makes me want to do what he does one day.” Indeed, the mentors became involved in EntrePrep™ in part to give back to the community by leading the way for others who are considering a similar path. Says Eppstein, “This program is developing the participants’ leadership skills by exposing them to people who both own their own businesses and are involved in the community. It’s good role modeling.”

For Neeley, offering the EntrePrep™ program itself is an important part of community leadership. Says Mark Muller, assistant director for the Ryffel Center, “Because most jobs are traditionally created in entrepreneurial settings, we feel that offering EntrePrep™ is an important part of our community outreach, to show student leaders that entrepreneurship is an option. We know most won’t start a business right out of college, but they now know it’s a real possibility for them. We’re hopeful we’ve planted that seed.”



calendar

Spring 2002

January 2002

- 12 Executive MBA Information Session, TCUglobalcenter, 8:30 am – 10:30 am³
- 15 Communication Styles That Work - Get tips for using communication styles to achieve more productive business relationships and more satisfying personal relationships, Center for Professional Communication (CPC), 5:15 pm – 6:45 pm⁵
- 18 Writing That Makes the Grade - Gain important skills in business writing, including letters, memos, tone, style, and methods for editing and proof-reading, CPC, 10:15 am – 11:45 am⁵
- 22 Listen Up! - Learn how to better understand and remember what you hear, CPC, 5:15 pm – 6:45 pm⁵
- 26 Executive MBA Information Session, TCUglobalcenter, 8:30 am – 10:30 am³
- 29 Communicating in the Professional World - Gain insight on the communication patterns and etiquette expected of you as an organizational manager, CPC, 5:15 pm – 6:45 pm⁵

February 2002

- 01 Team Writing - Learn more effective approaches for team creation of documents, CPC, 10:15 am – 11:45 am⁵
- 05 Human Resource Round Table, Charles Tandy American Enterprise Center (CTAEC), 11:30 am – 1:30 pm⁴
- 07-08 Fifth Annual Corporate Communication Workshop: Communicating in a Changing World, Dee J. Kelly Alumni Center, Thursday 8:00 am – 5:00 pm and Friday 8:00 am – 2:00 pm⁵
- 09 Executive MBA Information Session, TCUglobalcenter, 8:30 am – 10:30 am³
- 13 Shadow Program Breakfast, Dee J. Kelly Alumni Center, 7:30 am¹
- 13-Apr 10 Growing Your Business - Course for existing business owners presented by the Ryffel Center for Entrepreneurial Studies - Wednesday Nights, 6:30-9:30 pm²
- 20 Shadow Program Breakfast, Dee J. Kelly Alumni Center, 7:30 am¹
- 21 TCU/EntrePrep™ summer youth business camp for local area high school juniors – Application Deadline²
- 22 "Why Hire Me?" Speech Contest - Great opportunity to snare some of the best the Neeley School has to offer as potential interns and employees. If you'd like an HR VP from your organization to participate as a judge, contact Gay Wakefield at the CPC, 9:00 am – 5:00 pm⁵
- 23 MBA Information Session, Tandy Hall, TCU Campus, 9:30 am – 12:00 pm
- 23 Executive MBA Information Session, TCUglobalcenter, 8:30 am – 10:30 am³
- 27 Executive Speaker Series: Jack Bogle, Founder of The Vanguard Group

March 2002

- 09 Executive MBA Information Session, TCUglobalcenter, 8:30 am – 10:30 am³
- 23 MBA Information Session, Tandy Hall, TCU Campus, 9:30 am – 12:00 pm
- 23 Executive MBA Information Session, TCUglobalcenter, 8:30 am – 10:30 am³

April 2002

- 02 Human Resource Round Table, CTAEC, 11:30 am – 1:30 pm⁴
- 04 TCU/EntrePrep™ summer youth business camp – Student/Parent Reception, 7:00 pm – 8:00 pm²
- 06 Executive MBA Information Session, TCUglobalcenter, 8:30 am – 10:30 am³
- 08 M.J. Neeley School of Business Awards Banquet, Dee J. Kelly Alumni Center, 5:00 pm¹
- 10 Executive Speaker Series: Dr. Len Berry, Distinguished Professor of Marketing at Texas A&M, 2001-2002 Earl Dyess Lecturer in Marketing
- 20 MBA Information Session, Tandy Hall, TCU Campus, 9:30 am – 12:00 pm

May 2002

- 03 Entrepreneurs Summit – Annual gathering of TCU entrepreneurial families presented by the Ryffel Center for Entrepreneurial Studies, 12:00 pm – 5:00 pm, to RSVP contact Glenda Laney 817-257-6544 or g.laney@tcu.edu
- 03-04 International Board of Visitors Meeting
- 10 Executive MBA Hooding Ceremony
- 11 Executive MBA Graduation
- 11 TCU/EntrePrep™ summer youth business camp – Student/ Mentor Orientation, 8:30 am – 12:30 pm²
- 18-26 Executive MBA International Trip (London and Cologne)

June 2002

- 23-29 TCU/EntrePrep™ summer youth business camp – Summer Institute²

August 2002

- 20 Executive MBA Opening Dinner for Class of 2004
- 20-24 Executive MBA Opening In-Residence Seminar for Class of 2004
- 23-24 Executive MBA Alumni Business Seminar

¹ - For more information Contact: Kim See, 817-257-7522 or k.see@tcu.edu

² - For more information Contact: Mark Muller, 817-257-5947 or m.muller@tcu.edu

³ - For more information Contact: Denise Bynum, 817-257-7543 or www.emba.tcu.edu, all information sessions held at TCUglobalcenter – Alliance, TX.

⁴ - Charles Tandy American Enterprise Center, 817-257-5791 or ctaec@tcu.edu or www.ctaec.tcu.edu

⁵ - Communication workshops presented by the Neeley School's Center for Professional Communication are now offered on a space-available basis to Neeley School Alumni. For more information Contact: CPC, 817-257-7430 or cpc@tcu.edu



Leading by Giving

NEELEY VOLUNTEERS CATHY NEECE AND DR. LARRY LOCKWOOD
PROVE THAT GIVING BACK IS THE HEART OF LEADERSHIP

BY SARAH B. JOHNSON



Cathy Neece and Dr. Larry Lockwood

If you want to reach Cathy Neece '94 after she leaves her office, you won't find her at home. The Neeley advancement officer spends most evenings and weekends – up to 20 hours per week — volunteering for a number of nonprofit and community groups in the Metroplex area. “It’s like having a part-time job: I just move on to the next activity after work,” she explains with a smile. “I look at it as a responsibility.”

Neece is in good company at Neeley, says Dean Robert Lusch: “Virtually all the faculty and staff are involved in community service of some type with area hospitals; churches; arts, civic and professional groups; and many more organizations.” Some like Neece devote their time to causes that help fulfill a personal mission. “Many of the organizations that I work with center around children, the voiceless members of our society,” she explains. “My intrinsic goal is to

leave the world knowing that I have made a difference at some level in the life of a child.”

Along with several annual events (including sales of TCU football tickets and Junior League rodeo programs), Neece works each week with Junior Achievement, teaching an honors senior economics class and Junior Woman’s Club, leading the Expressions social and service group that prepares dolls and teddy bears for donation. She also devotes time to the Fort Worth Junior League, Big Brothers/Big Sisters, Trinity Episcopal Church and The WARM Place, where she facilitates a support group for children who have lost siblings. That’s a cause that has special meaning to her: “My 18-month old sister drowned when I was 7, so that helps give me insight into how to be a good mentor to them.”

For her extraordinary commitment, Neece was named 1999's Fort Worth Big Sister of the Year and has been nominated twice for the Bickley Award, given by the Junior Woman's Club for outstanding service. She's also won the heartfelt gratitude of those whose lives she's touched. Says Kathy Telger, a counselor at The WARM Place, "The kids love Cathy — she's good with them. She also takes care of fellow volunteers. The other day, she brought in individual roses wrapped in pretty green tissue paper for them, to lift their spirits. She's always looking for another way to help."

That could also be said of another busy Neeley volunteer, Professor of Finance and C.R. Williams Professor of Financial Services Larry Lockwood. Along with his wife, P.J., Lockwood also goes above and beyond, putting in weekends and at least one night a week on a variety of projects for his community and faith. Among the Lockwoods' current projects is helping out at Hearts and Hands, an area group providing needy families with food, clothing and counseling. In addition, they maintain an urban garden project that serves as an environmental learning center at Arlington's South Davis Elementary School, a Title I facility with a large number of at-risk students. The project was begun with a grant based on a proposal written by P.J. Lockwood and was a semifinalist for the 1997 Governor's Award for Environmental Excellence.

Dr. Lockwood has brought that spirit of outreach and service to Neeley as well, says Cody Dick '01 (MBA), an analyst with Banc of America Securities and a former student of Lockwood's. "He really reaches out to students, and is always interested in getting to know them," Dick says. "He even opens his home to students, such as inviting the international students home for Thanksgiving dinner. His interest encourages the students to get to know each other — and especially the international students — better, which helps make the program's global dimension more meaningful."

There's something else Lockwood, Neece and other Neeley faculty and staff who volunteer bring to the business school, according to Dean Lusch: "They're role models for leadership." Lusch continues, "The heart of effective leadership is giving to others."

Neeley sponsors an annual Community Service Day and is involved with a number of campus organizations that give students opportunities to experience this facet of leadership. Community involvement is a part of our mission statements at Neeley and TCU, because part of being an ethical leader and responsible citizen in any community — global or otherwise — is looking beyond your individual welfare to think about the greater good of the community."

When told that some regard her as a role model, Neece smiles but says that's not what keeps her faithful to her many commitments. She explains, "Dean Emeritus Libby Proffer once gave me this quote by Ralph Waldo Emerson: 'To know that one life has breathed easier because you have lived...that is success.' That's become the center of my life. I encourage everyone to seek little opportunities to brighten other people's lives. Even something as simple as saying hello to the stranger we pass on the street can make a difference. We can all do it. It's just a matter of priorities."

"THE HEART OF EFFECTIVE
LEADERSHIP IS GIVING
TO OTHERS."

— DEAN ROBERT F. LUSCH



Children at The WARM Place



THE WARM PLACE
A place for grieving
children and their families

Thoughts on Leadership

What leaders have learned along the way

BY SARAH B. JOHNSON

“One who will lead must first be a good follower. If you’re unwilling to be led, it’s difficult to lead.”

— Spencer Hays, Executive Chairman of the Board, Southwestern Co.

“Trust and integrity are the most important elements of leadership. People need to believe their leader truly has in mind the best interests of the entire workforce, their families and their future.”

— P.D. Shabay, Executive Vice President - Administration and Chief Human Resources Officer, Bell Helicopter Textron, Inc.

“The very essence of leadership is [that] you have to have a vision. It’s got to be a vision you articulate clearly and forcefully on every occasion. You can’t blow an uncertain trumpet.”

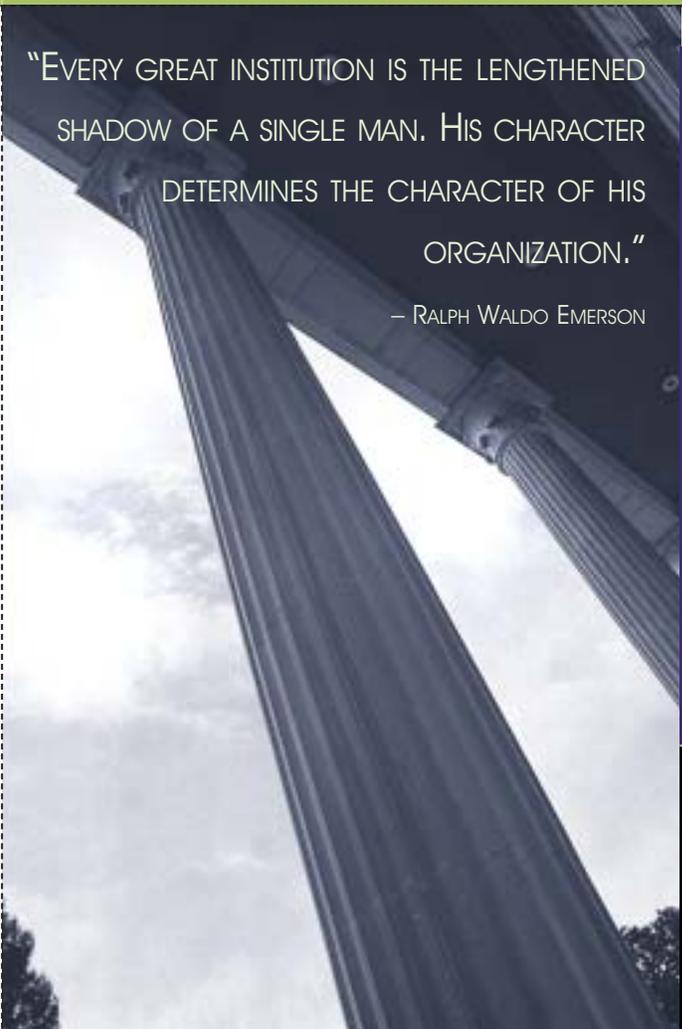
— Father Theodore Hesburgh
former president, Notre Dame University

“Establishing a platform for an uncertain future means businesses must create a ‘leaderful’ organization — building leadership capabilities at all levels. At some point, everyone will lead.”

— TCU Professor of Management
Larry Peters (2001)

“EVERY GREAT INSTITUTION IS THE LENGTHENED SHADOW OF A SINGLE MAN. HIS CHARACTER DETERMINES THE CHARACTER OF HIS ORGANIZATION.”

— RALPH WALDO EMERSON



“AN EFFECTIVE LEADER CREATES A HEALTHY AND EMPOWERING WORK ENVIRONMENT WHERE PEOPLE FEEL THAT THEY ARE AT THE VERY HEART OF THINGS, NOT AT THE PERIPHERY.”

— KARL J. REEB, CHIEF ADMINISTRATION OFFICER, AMERICREDIT CORP.

“THERE’S A MISCONCEPTION IN THIS COUNTRY THAT LEADERS ARE BORN, NOT MADE. . . LEADERSHIP IS A COMPLEX SOCIAL BEHAVIOR THAT CAN BE DEVELOPED. WE’VE GOT TO DO A BETTER JOB AT DEVELOPING OUR LEADERS SYSTEMATICALLY. WE CAN’T DEPEND ON ACCIDENTAL LEADERSHIP ANYMORE.”

— Howard Prince, Director of the University of Texas’ LBJ School of Public Affairs Center for Ethical Leadership



“If I had to sum up in one word what makes a good manager, I’d say decisiveness. You can use the fanciest computers to gather the numbers, but in the end you have to set a timetable and *act*”

— Lee J. Iacocca

“The first thing you’ve got to get over as a leader is not having control. You can’t control everything yourself.”

— John Davis, Chairman and CEO, Pegasus Solutions

“PEOPLE ASK THE DIFFERENCE BETWEEN A LEADER AND A BOSS...THE LEADER WORKS IN THE OPEN, AND THE BOSS IN COVERT. THE LEADER LEADS, AND THE BOSS DRIVES.”

— Theodore Roosevelt



“Drive thy business or it will drive thee.”

— Benjamin Franklin

“People will support that which they help create.”

— Mary Kay Ash

“Be willing to make decisions. That’s the most important quality in a good leader. Don’t fall victim to what I call the ‘ready-aim-aim-aim-aim syndrome.’ You must always be willing to fire.”

— T. Boone Pickens



Meet Two Neeley Alums Who've Opened New Doors to Leadership



Spencer and Marlene Hays

One conversation is all it takes to see why Forbes magazine called Neeley alumnus Spencer Hays '59 an "American Original" (December 1997). For starters, there's his warmth and genuine interest in the people around him, traits that have become the cornerstone of a business empire in apparel, insurance, financial planning, real estate and publishing. "He's a fascinating individual

and an amazing entrepreneur, and she's been his right arm," explains TCU's Bronson Davis, who knows Hays and his wife of 45 years, Marlene, through Davis' work as vice chancellor for university advancement and through Hays' service since 1987 on TCU's Board of Trustees.

"ANYTHING WE DO IN
LIFE IS BECAUSE OF THE
PEOPLE WHO WENT
BEFORE US."
— SPENCER HAYS

Hays got an early start in business. While still a freshman at TCU, he went to work for Southwestern Co., a 140-year-old Nashville-based enterprise that recruits and trains college students to sell books directly to the public. Hays' positive outlook and ability to motivate others soon landed him an ownership interest in the company and, later, its presidency.

Ask Hays about his success, and his answer is typical of his self-deprecating good humor: "I've had one wife and one job in my life. I've had problems with both, but I worked through them." High school sweethearts who met in their hometown of Gainesville, Texas, the couple married after Hays' first year at TCU. They now make their primary home in Nashville, where they live a life centered on Hays' work, their two daughters and five grandchildren, and their shared love of collecting art.



Marlene Hays



Spencer Hays

Recalling his years at TCU, where he earned a bachelor's degree in business on a basketball scholarship, Hays says, "I was one of the worst athletes on the team. TCU got such a lousy return on me as an athlete that I've tried to make up for it every year in donations!" That heartfelt generosity has included such notable gifts as the couple's funding of TCU's 220-seat Marlene and Spencer Hays Theatre, part of the Mary D. and E. Howard Walsh Center for Performing Arts, just one example of a lifetime of support for many organizations, charities and individuals.

That philosophy of sharing also extends to Hays' businesses, where he has enabled his employees to become substantial owners. What's more, he has arranged for all of his stock to return to the companies upon his death. Asked if that profit sharing and recognition is part of how he has successfully motivated so many, he says, "The people I work with inspire me. What excites me most about business is the people you get to know." He also freely credits others for opening doors for his business successes: "Anything we do in life is because of the people who went before us."



Ann Borowiec

Ann Dully Borowiec

Although balance is a buzzword for most, it's a way of life for Neeley alumna Ann Dully Borowiec '82. A wife and mother to three young daughters, she's also reached the rarefied air of Manhattan's financial district as the managing director and co-head of J.P. Morgan's U.S. private bank operations, managing about \$320 billion in assets for wealthy private investors. "This is a very rewarding field," she says of her work. "It's a client service business dealing with very interesting people: decision-makers who, for the most part, made the wealth on their own. And I love working with investments."

Borowiec found that love early at TCU, where the Maryland native earned a BBA in accounting and finance, followed by a CPA designation and a Harvard MBA. "Working with Neeley's Educational Investment Fund had a lot to do with kindling my interest in investments," she recalls. She also got a lot of practice balancing competing demands, working while she carried a full academic load and maintained a 4.0 GPA. "I have a soft spot in my heart for TCU," she recalls fondly.

Of the leadership skills that have been the hallmark of her professional life, she says, "Don't be scared off by boundaries to accomplish what needs to be done. You have to bring a lot of people with you, however. That's a consensus style of leadership that results in more buy-in at the end of the process. As part of that, it's important to take the time to motivate, mentor and develop others."

When asked how she manages the incredible balancing act of giving her all to both work and home, she laughs, "The key is finding the right spouse." Her husband, Stan Borowiec, vice president of marketing at BOC Gases, is supportive, she says. She also believes that finding the right career, employer, department — and even boss — is important. "My most recent boss, the head of the asset management division, has opened a lot of doors for me," she says.

As for how she defines success: "Three healthy children, a husband who's happy with who I am, and to have made a difference in the work environment I've been in and for my clients." Those are lofty aspirations, but not a problem for someone who's not afraid to open new doors for herself and those who follow.

"SOMEONE ONCE TOLD ME: 'WHEN YOU WANT TO GET FROM POINT A TO POINT B, FIRST LOOK FOR THE DOOR. IF THERE'S NOT ONE, MAKE IT.'"

— ANN DULLY BOROWIEC



BY MA'LISA Y. MANN

New initiative molds future art patrons and entrepreneurs

While “the art of business” is a term often heard, its counterpart, “the business of art,” is not covered in depth in most university fine arts programs. A new series of collaborative initiatives sponsored by the Neeley School and TCU’s College of Fine Arts aims to change that by offering seminars that teach art students marketing and business principles. Set to launch this spring, the program also will acquaint Neeley students and visitors with the works of talented TCU student artists through semester-long exhibits in Tandy and Dan Rogers halls. To further enhance visibility and interaction, an exhibition catalogue will be published and an annual reception will bring together local arts and business leaders as well as students, faculty and staff from both schools.

The idea emerged from a conversation between Kristi Dill, Neeley’s assistant dean of finance and marketing, and Dr. Ron Watson, chair of TCU’s art department. Dill observed that although TCU art and business students attend classes on the same campus, they often operate in separate “universes.”

“Business students rarely go to the Moudy Building and art students almost never drop in Tandy or Dan Rogers halls,” she explains. “Having art exhibitions at the Neeley School is a way to expose business students who may be future season ticket-holders, art philanthropists and art purchasers to the fine arts early on, and show them the importance of being involved in the arts.”

Dean Scott Sullivan of the College of Fine Arts shares that view. “The corporations that employ our business graduates know the value of art. The display of contemporary art shows a commitment to the cultural life of the community and can create an environment conducive

to business success.” He believes the collaboration also will provide significant benefits for TCU art students. “The process of exhibiting one’s art and the discussions that ensue are vital to the education of an artist,” he explains. “It also will raise awareness of our art program by creating new audiences.”

Another essential element of the initiative, a marketing and business principles seminar for art students, will supply them with the skills they need to successfully launch and manage their careers. “Although TCU art majors take a course that prepares them for graduate school, they haven’t had courses in marketing, so they don’t know about pricing or how to survey the marketplace and place themselves in it,” Watson explains. “There’s much to be done to prepare students for successful careers, so I think there’s really a need for this seminar.”

Scheduled for April, the first daylong seminar will be open to 150 university art students from across North Texas, helping to meet an areawide need. Janet Petersen, a 2002 TCU Master of Fine Arts candidate, says she needs to learn more about the business side of her chosen profession. “To be a successful artist usually means maintaining a dual career and knowing how to manage your financial situation with skill,” she says. “I think the more I learn about the business side of art, the more freedom I will enable myself to have.”

And in these challenging economic times, Dean Lusch points to a less obvious reason for connecting the art and business worlds: art’s therapeutic qualities. “Art allows one to come in contact with the human spirit,” he concludes. “Art can be a way to help executives and leaders under pressure to cope, to be able to connect with their human spirit and that of others.”

“ALL NEW AND EMERGING BUSINESSES
START WITH THE CREATIVE ELEMENT...
CREATING SOMETHING FROM NOTHING.
THUS THE ARTIST AND THE ENTREPRENEUR
ARE VERY SIMILAR IN THEIR PROCESSES.”

- DEAN ROBERT F. LUSCH





Neeley Alum at the Helm

Catching up with U.S. Secretary of the Navy Gordon England

BY SARAH B. JOHNSON

September 11 sent many lives on unexpected paths, and Secretary of the Navy Gordon R. England's has been no exception. A Neeley alumnus (MBA '75), the 64-year-old North Texas resident and business and civic leader was tapped last May as civilian head of the Navy and Marines' service personnel and \$100 billion budget. That appointment, made by Defense Secretary Donald Rumsfeld, was part of the new administration's initiative to streamline and modernize all three

branches of the Navy's service. With that mandate, England naturally expected he'd spend his tenure focusing on the political and budget battles of modernization. Instead, he's gotten those plus a war that may last for years. "It's been almost more than any Secretary of the Navy has faced," said Vice



Secretary England at the U.S.S. Theodore Roosevelt departure.

Adm. Hank Griffin, retired commander of the Atlantic surface fleet, to the *Fort Worth Star-Telegram*.

For England, that's meant being on the road almost constantly, visiting troops, ships and installations in combat zones like the Arabian Sea and Bosnia, and stateside from coast to coast. The secretary explains why he feels this frequent presence in the field is an important part of his job: "Leadership is being seen and heard, and building teamwork within the organization, held together by trust, confidence, dignity and respect. In my organizations, I have always practiced that; no one is more important than anyone else; positions are, but people aren't. In my judgment, that is a very simple but enduring foundation of good organizations and good leadership."

He's also confirmed leadership among the ranks as key to the success of his department and the country. He noted in a speech last fall, "People and leadership have been, are and always will be the backbone and enduring strength of our Navy and our great nation. The U.S. Navy cannot be an organization of managers, but rather one of leaders."

Despite the unanticipated challenges, England has stepped ably into his leadership role, as he has throughout his stellar career. That career began at Honeywell Corporation and progressed through a number of



Secretary Rumsfeld introduces staff members to President Bush at their Pentagon meeting.

key leadership positions with Lockheed and General Dynamics, for which he was serving as an executive vice president at the time of his appointment as the Navy's 72nd secretary. A native of Baltimore, England graduated from the University of Maryland in 1961 with a bachelor's degree in electrical engineering, and came to Texas in 1966 as an avionics design engineer with General Dynamics.

Recalling his decision to pursue an MBA at Neeley, he explains, "Before entering TCU's MBA program, I was an engineer who occasionally practiced management. In the course of my career, however, I became a manager who occasionally practiced engineering. The MBA program was pivotal for me to transition from a line function to a senior management position."

Despite an always-packed calendar of business and community responsibilities, England's maintained ties to Neeley over the years, serving as a founding member of the school's International Board of Visitors. "Gordon always enriched the IBOV discussions, drawing from his wealth of business leadership, his experience as an alum of TCU and his intellect," says former IBOV member Kevern Joyce, senior advisor to Texas New Mexico Power Company and Ztec Corporation. "While he had much to offer, he was careful not to dominate the conversation and always kept in mind that TCU was not a business we were running, but an academic institution we were advising," Joyce adds.

Of the challenges ahead for our nation, England anticipates a commitment of years rather than months. He commented last fall to the *Fort Worth Star-Telegram*: "This is not a 100-yard dash. This is a marathon." He'll continue with his original goals of updating and streamlining his department's operations, while overseeing a war he knows will be tough, but ultimately must and will be won. As he has said in recent speeches, "Freedom isn't free. This is a fight that previous generations have won for us, and one that we must now win for future generations."

Quote Attributions:

News Article: *Fort Worth Star-Telegram*, "Texan Tackles Tough Task in Navy Debut" (Nov. 30, 2000). Speeches: Navy birthday celebration, Arlington, Va. (Oct. 13, 2001), and Marine Corps wreath-laying ceremony, Arlington, Va. (Nov. 10, 2001).

CLASS notes

Neeley@dventure, Spring 2002

MBA

1930s



Charles T. Zlatkovich MBA '39, '38 is currently retired from the University of Texas, Austin, where he received his Ph.D. and worked for 43 years, 38 years as an accounting professor. Dr. Zlatkovich was the first graduate from the TCU MBA program. His late wife, Clara, also a TCU alum and accounting major, was the valedictorian of the class of 1939. The Charles T. and Clara S. Zlatkovich Scholarship

for accounting majors was endowed by the couple and was first awarded in 2000. Dr. Zlatkovich currently lives in El Paso, TX.

1970s

William L. Brown, Jr. MBA '79 is employed by Pearson Inc. as an Account Manager. He lives in Atlantic Beach, NY. wlbrownjr@yahoo.com

1990s

Hollis Ann Newsom Bush MBA '90, '84 married Carl Bush in a November 11, 2000 ceremony at the Church of the Incarnation in Dallas, TX. Both are principals with the management consulting firm of Booz Allen & Hamilton. The couple currently resides in Colleyville, TX. newsom_holly@bah.com

James Upton "Jim" King MBA '94 is currently employed by Witt, Kieffer, Ford, Hadelman & Lloyd, the largest executive search firm in the country, specializing in health care. He currently resides in Coppell, TX. jimk@wittkieffer.com

John Couig MBA '96 is employed by Takeda Pharmaceuticals as a District Manager. He lives in Hermosa Beach, CA and was recently promoted to Major in the Air Force Reserve. jcouig@takedapharm.com

Federico Ochoa MBA '97 is currently working with Ford Motor Co. Mexico as head of national leasing operations, a leasing product launched August 2000 that now represents a \$70 million dollar operation. He adds, "I miss my TCU Classmates!" fochoa2@yahoo.com

Rowan Sanders MBA '97 was recently promoted to Vice President of Marketing and Business Development for First Choice Power. Rowan will be responsible for developing the strategic direction of the company's marketing initiative, and for implementing, planning and executing business development opportunities. He lives in Fort Worth, TX. rsanders@firstchoicepower.com

Jon "JT" C. Taylor MBA '97 is Director, Central Region for FLEXTRAY. He resides in Indianapolis, IN. jtaylor@gsmetals.com

David Flores MBA '99 was recently promoted to Manager, QA/RA for Novation. David will be primarily responsible for administering and enhancing Novation's Supplier Certification Process. He lives in Mansfield, TX.

2000s

Chris Phillips Blocker MBA '00 is employed by AT&T as a National Account Manager and is living in Richardson, TX. chris@chrisblocker.com

Corbitt N. Burns MBA '01 is employed by Sabre, Inc. as a member of the eVoya Development Team. He lives in Grapevine, TX. corbitt.burns@sabre.com

Lindsey J. Burns MBA '01 is employed by Ortho-McNeil as a Pharmaceutical Sales Representative and lives in Grapevine, TX. burnsfamily3@hotmail.com

Lloyd Dickerson MBA '01 is an Associate at Enron Corp. He lives in Bellaire, TX. lladmba@yahoo.com

Undergraduates

1970s

Colonel James L. Hass '73 completed his 39th year on active duty with the U.S. Air Force on October 6th, 2001. Colonel Hass began his career with the Air Force in 1963 and has progressed through the ranks to his current position of Deputy Chief, Aircraft Division at Langley AFB, VA. He completed an MS in Management at Troy State University in 1979. In his current role he is responsible for 3,150 fighters and 208 bomber aircraft assigned to the Air Combat Command. He also oversees and directs a budget in excess of \$800 million annually. Colonel Hass has received many awards and decorations throughout his career to include Meritorious Service Medal with five oak leaf clusters, Air Force Commendation Medal, Air Force Achievement Medal, National Defense Medal with one service star, Vietnam Service Medal with two service stars among numerous others (see quote below). james.hass@langley.af.mil

Nora Elaine Hogan '74 is a Principal with NAI Stoneleigh and lives in Dallas, TX. nhogan@shbm.com

Denise Roberta Smithey Smith '74 is currently an Associate Professor of Law and Fair Employment at Missouri Western State College in St. Joseph, MO. Denise earned her JD from Baylor in 1977. She lives in Shawnee, KS with her husband Ken and three children, Stephanie (21), Kevin (19) and Laura (16). denisejd@earthlink.net

Stephen Donald "Steve" Houk '78 is Treasurer of AdvancePCS, the nation's largest pharmacy benefit manager. He lives in Colleyville, TX with his wife, Rhonda and two sons, Ty and Bryan. shouk@advparadigm.com

Lawrence Jay Morrison '78 is currently living in Houston, TX and employed as an Attorney with Schroeder Walthall Neville L.L.P. Lmorrison@houston.tx.com

1980s

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- Col. James L. Hass '73-
Langley AFB, VA - 11 Dec 01

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