HORATIO ALGER ASSOCIATION
of DISTINGUISHED AMERICANS, INC.
A SIXTY-YEAR HISTORY

Ad Astra Per Aspera -
To the Stars Through Difficulties

1947 – 2007
ACKNOWLEDGMENTS

Historical Account
Researcher and Writer: Margaret D. Slipek

Members’ Biographies
Researcher and Writer: Jackie Rough

Editorial Assistance Provided by:
Evelyn Bence
Patricia George

Designed by:
Jason Salas
Salas Design Company

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HORATIO ALGER ASSOCIATION of DISTINGUISHED AMERICANS, INC.

A SIXTY-YEAR HISTORY
17th ANNUAL
HORATIO ALGER AWARDS

30 Rockefeller Plaza, New York, N.Y.

INDICATE CHOICE OF 10 AND RETURN YOUR BALLOT IN ENCLOSED ENVELOPE PROMPTLY

President and chairman of C. R. Anthony Co., Oklahoma City, Okla., was born in Tennessee, the son of tenant farmers. When he was 12, he left school and worked the next few years as a farm hand, teamster and janitor. He saved $25, walked 400 miles, and moved to Holdenville, Okla., where he worked in a meat packing plant. He helped his father and mother in the family farm and in the winter he worked in a mill. In 1916, he entered the Army and served in France. After the war, he returned to Holdenville and opened a drug store. In 1922, he started a retail drug company in Los Angeles, Calif., which he operated until 1948. He is a member of the Board of Directors of the Horatio Alger Association of Distinguished Citizens.

The Rexall Drug Company, Los Angeles, Calif., has been earning its keep since 1922. In 1922, the company was started by C. R. Anthony, who had saved $25 while working in a meat packing plant. The company has grown to become one of the largest retail drug chains in the country, with stores throughout the United States. Anthony is a member of the Board of Directors of the Horatio Alger Association of Distinguished Citizens.

The executive officer of Alloy Rods Company, Chicago, worked his way through Lane Technical High School by clerking in the mailroom of the Chicago Elevated Railroad. After graduation, he worked as a newsboy to save enough money to enter the University of Illinois. He has been active in the Young Men's Christian Association and is a member of the Board of Directors of the Horatio Alger Association of Distinguished Citizens.

B. F. Goodrich Company was founded in 1900 by Charles Goodyear, who discovered vulcanized rubber. The company has since expanded to become one of the world's largest manufacturers of tires and rubber products. The founder of the company was a graduate of the Horatio Alger Association of Distinguished Citizens.

President of National Bellas Hess, Dallas, Texas, was born in the slums of New York City. He left school at 14 to work in a grocery store. At 16, he became an assistant manager. In 1927, he opened his own store and in 1930, he expanded his business to include wholesale operations. Today, National Bellas Hess is one of the largest wholesale distributors in the United States. The founder of the company was a graduate of the Horatio Alger Association of Distinguished Citizens.
We are pleased to dedicate this historical account of the Horatio Alger Association of Distinguished Americans’ first 60 years to the men and women who have been recognized with the Horatio Alger Award and International Horatio Alger Award since 1947. The Association is composed of more than 600 members, who are united by personal stories of triumph over adversity and by a commitment to perpetuate the values and freedom that have made the United States of America the greatest nation on earth. Through the commitment of our Members and with support from friends, the Horatio Alger Association has awarded more than $52 million in scholarships to approximately 11,000 young Americans.

None of this would be possible without the vision and determination of the Association’s founder, Dr. Kenneth J. Beebe. As a youth, Dr. Beebe was an avid reader of books by the 19th-century author Horatio Alger, Jr. Memories of these stories about young people overcoming adversity through hard work and right actions, often with the assistance of a mentor, fueled Dr. Beebe’s drive to create and nurture an organization that would inspire American youth to use the free enterprise system to achieve their goals and dreams.

We also wish to honor Dr. Norman Vincent Peale. He received the Horatio Alger Award in 1952, and steadfastly assisted Dr. Beebe with Horatio Alger activities. After Dr. Beebe died in 1970, Dr. Peale ensured the continuation of the organization through wise and inspirational leadership. We are grateful to both of these gentlemen for allowing us to participate in their vision that has created an ongoing legacy to America and its young people.

This account of the Horatio Alger Association’s history is “painted in broad strokes.” Individuals are noted for major initiatives, but the Association rests securely on the commitment of all of its members. We are proud to share brief accounts about the life experiences of each member in the section following the historical overview.

Much has changed since the founding of the Association in the years following World War II. The Horatio Alger Association of Distinguished Americans has prospered through temporal transitions because it is based on a bedrock of truth and values that never change. Freedom, honesty, courage, integrity, perseverance, and individual initiative have contributed to a strong America, and these values will ultimately serve to build a better global community. The Horatio Alger Association has a distinguished past, and we are honored to play a part in expanding its legacy today. We hope this historical account will encourage future members and Horatio Alger scholars to hold fast to the American Dream as they aim ever higher.

Ad Astra Per Aspera — To the Stars through Difficulties.
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Board of Directors Meeting, September 13-14, 2006, Philadelphia, Pennsylvania
A SALUTE to HORATIO ALGER
CHAIRMEN and PRESIDENTS

Cecil Earle Baker
1970-1975

Norman Vincent Peale
1975-1976

Arthur Rubloff
1976-1981

George Shinn
1976-1978

Zenon C. R. Hansen
1978-1980

John W. Galbreath
1980-1981

Dean W. Jeffers
1981-1983

R. David Thomas
1983-1985

Kenneth J. Beebe
1951-1970
Anyone who doubts that one person can make a difference in the world only needs to look as far as this account of the 60-year history of the Horatio Alger Association of Distinguished Americans, Inc. The Horatio Alger Association resulted from one man with a vision. The man was Kenneth John Beebe and the year was 1947.
1947. America was at a pivotal point in its history. Americans had survived the Great Depression and had rallied to defeat Nazi Germany and Imperial Japan. There was cause for optimism, but it was accompanied by uncertainty and social change. The old world order had been demolished. The United States was one of two new world powers. As such it bore a responsibility to act on a global basis rather than simply considering national interests. The other world power was, of course, the Soviet Union. In 1946, Winston Churchill had warned of an “Iron Curtain” that was descending over Eastern Europe as a result of Soviet expansionism and the spread of communism.

America was changing internally as well. Soldiers returning from the fronts in Europe and the Pacific were no longer “content to stay on the farm.” A college education, which had been the domain of the privileged few, was now possible for thousands of veterans through the GI Bill. Women who had filled the employment ranks of industry during the War had tasted financial independence.

Against this backdrop of international upheaval and social change, Americans attempted to resume normal lives. The time was right to remind Americans to make the most of their precious freedom. The time was right for the Horatio Alger Awards.
Two brothers, Kenneth and Vernon Beebe (see sidebar) had been successfully operating their businesses for more than 30 years when Kenneth saw a need and envisioned a way to inspire young people during the challenging times of the mid-1940s. He determined to recognize Americans who had achieved success to demonstrate the reality of the “American Dream.” According to his wife, Margaret, “He wanted to find a way to encourage boys and girls to try harder. He wanted them to know there was opportunity for them.” Kenneth wanted to remind them of the vast possibilities that result from America’s democratic form of government and the free enterprise system.

In 1946, Kenneth Beebe presented achievement awards to two New York City businessmen. The ceremony took place in his offices at Rockefeller Center, and Margaret Beebe noted that “no one paid much attention.”

Kenneth Beebe was raised in Battle Creek, Michigan, with his brother, Vernon, by their parents, John Frederick and Agnes Laverna Chadbourne Beebe. Their father was described by Margaret Beebe, Kenneth’s wife, as a “happy-go-lucky entrepreneur who was sometimes up and sometimes down.” Agnes Beebe ran a strict household, which included raising her children on a vegetarian diet and prohibiting addictive substances, such as tea and coffee. Vernon Beebe, nine years older than Kenneth, served in many ways as a surrogate father figure. The family was of modest means, and Vernon Beebe worked his way through college. After graduating he went to work for an advertising firm in Chicago. Similarly, Kenneth worked two jobs to pay for college. He graduated in 1913 from the University of Illinois with a degree in educational counseling. Margaret noted that he “worked hard in college. That’s why he was always so sympathetic to helping boys and girls get a good education.”

Vernon Beebe eventually started an entrepreneurial venture in Chicago called the American Schools Association, which was later renamed the American Schools and Colleges Association. This organization offered a variety of services to colleges and universities and counseled young people who were preparing to enroll in college. After graduating from the University of Illinois, Kenneth went to work for Vernon, who sent him to open an office for the firm in New York City. Kenneth Beebe located the offices in the heart of Manhattan, at the newly opened Rockefeller Center. In addition to running the eastern branch of the American Schools and Colleges Association, Kenneth started a second company called Beebe Advertising, which specialized in advertising for private prep schools, colleges, and camps. Vernon assisted with this endeavor from his office in Chicago.
THE FIRST HORATIO ALGER AWARDS

The following year, Kenneth Beebe advanced the concept by aligning his awards with author Horatio Alger, Jr., whose books embodied the distinctly American “rags to riches” theme and helped to define a sense of national identity. The 19th-century author wrote more than 120 books for young people. His stories provided inspiration to generations of young people growing up between the Civil War and the Great Depression. The plots of his books usually centered on poor young boys who, with hard work, courage, and integrity, attracted the attention of a prosperous mentor who helped them on the road to a successful life. His writings solidified the concept of the “American Dream” and guided in the development of the Horatio Alger Association of Distinguished Americans. Kenneth Beebe's decision to align his awards with Horatio Alger, Jr., was a natural one since he grew up reading Horatio Alger's novels.

On Wednesday, July 9, 1947, Kenneth Beebe presented the first “Horatio Alger Awards” to four successful businessmen. The recipients were:

Walter S. Mack, Jr., president of the Pepsi-Cola Company; Grover A. Whalen, chairman of the board of Coty, Inc.; Charles E. Wilson, president of General Electric Company; and Robert R. Young, chairman of the board of Chesapeake & Ohio Railway Company.

My father grew up reading Horatio Alger’s novels and they distilled his enthusiasm about America into a firm belief that every person in this democracy has the opportunity to achieve all that he or she can be. There was no question in his mind that freedom and opportunities were just as true and real in his time as they were for our founding fathers or in Alger's 19th-century novels.

– Lynn Beebe Lambeth, Daughter of Kenneth and Margaret Beebe

This impressive group met with Kenneth Beebe at his Rockefeller Center office to receive their Horatio Alger Award certificates. To determine the recipients, Kenneth Beebe used his network of contacts established through the American Schools and Colleges Association to poll both students and faculty members at colleges across the country. The success of the recipients, along with the polling method, helped generate national interest and media coverage. Margaret Beebe noted, “From that time on, it just grew. People took an interest and many others became involved.”
Horatio Alger! His name stirs warm recollections of the good old days, of action-packed stories with happy endings. Today these stories are winning new popularity, and young readers are rediscovering Horatio Alger, Jr.

In 123 novels, including the *Ragged Dick*, *Luck and Pluck*, and *Tattered Tom* series, he preached on his theme that any spunky lad can whip the town bully, that he can rise from newsboy to banker, from farm boy to senator, from rail splitter to president of the United States.

Let me tell you about this kindly son of a New England parson, born in Massachusetts in 1832. Although a sickly child, affected by asthma, Alger became an honor student at Harvard, an editor, a poet, a minister, and a teacher. He traveled to Europe as a foreign correspondent. In 1867, he moved from New England to New York, where Broadway, Wall Street, and the Bowery became the settings for his books. Later he dashed westward with homesteaders, wandered alone through Indian country, lived in lawless California mining camps, and sailed around Cape Horn in a four-masted schooner. Few of his fictional heroes lived a more daring, exciting life.

Today, Alger's name is part of our language, a colloquialism. It's a synonym for spectacular rise to fame and success through hard work. When we hear the phrase “a typical Alger hero,” we anticipate a report on that uniquely American phenomenon: one who started from scratch and – generally against great odds – reached the top rung of the ladder.

By the time he died in 1899, Horatio Alger's heroes had influenced a generation...from Civil War days to the Great Depression. His books were read, reread, swapped, and borrowed by hundreds of boys and many girls who were growing up in America. They were favored as gifts and school prizes, recommended from pulpits and, unlike blood-and-thunder dime novels, which were often forbidden at home, they could be read in the parlor.

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**IF I WOULD HAVE MY NAME ENDURE,**
**I'LL WRITE IT IN THE HEARTS OF MEN**
**IN CHARACTERS OF LIVING LIGHT,**
**OF KINDLY DEEDS AND ACTIONS WROUGHT,**
**AND THESE, BEYOND THE REACH OF TIME,**
**SHALL LIVE, IMMORTAL AS MY THOUGHT.**

— *Horatio Alger, Jr.*, 1832-1899
1959 Horatio Alger Award Ceremony at the Waldorf-Astoria Hotel in New York City.
As the concept for the Horatio Alger Awards continued to coalesce, Kenneth Beebe encouraged others to assist in the selection process. To formalize the arrangement, he created the Horatio Alger Awards Committee of the American Schools and Colleges Association, enlisting the help of family, friends, and colleagues as committee members.
On March 12, 1951, Kenneth Beebe, along with his wife, Margaret, associates Cecil Earl Baker and Joseph Maynard Morgan, and his colleague, Florence Meade, petitioned the state of New York for a certificate of incorporation. In addition to defining legal parameters, the petition stated that the purpose of the Horatio Alger Awards Committee of the American Schools and Colleges Association, Inc., was:

TO PROMOTE, ADVANCE, SUPPORT, SPONSOR, FOSTER, STIMULATE, CULTIVATE, REVIVE, RENEW, AND OTHERWISE ENCOURAGE A WHOLESOME INTEREST AND REGARD IN AND FOR THE MAINTENANCE, PRESERVATION, AND PERPETUATION OF THAT AMERICAN TRADITION OF FAIR PLAY, ADVENTURE, INDUSTRY, EQUALITY OF OPPORTUNITY, AND THE DEMOCRATIC PRINCIPLES OF FREE AND COMPETITIVE ENTERPRISE POPULARLY KNOWN AS THE “HORATIO ALGER” SUCCESS STORY....

At the first meeting of the Board of Incorporators on March 27, 1951, a committee composed of Kenneth Beebe, Florence Meade, and Joseph Maynard Morgan was created to draw up committee by-laws. Their by-laws stated that the committee should “be composed of 1) active members, 2) honorary members, and 3) such other special memberships as may be determined from time to time by resolution of the board of directors.” At this point, “members” were not defined as recipients of the Horatio Alger Award; rather, they were individuals invited to serve on the committee by Kenneth Beebe. For the first 25 years, the committee was composed predominantly of Kenneth Beebe’s friends, family members, and associates.

One exception to this was Norman Vincent Peale. Kenneth Beebe presented the Horatio Alger Award to Norman Vincent Peale on April 22, 1952. This caused positive repercussions that continue to benefit the Horatio Alger Association today. Dr. Peale was elected as a board member of the Horatio Alger Awards Committee in 1957, and was a supportive participant on the committee throughout Kenneth Beebe’s lifetime.

1952 award recipients being kinescoped.

Press conference with 1952 award recipients
ESTABLISHING COMMITTEE POLICIES AND PROCEDURES

Kenneth Beebe served as the president of the Horatio Alger Awards Committee from the time it was incorporated in 1951 until his death in 1970. The committee would spend much of its first decade determining an internal structure and appointing and shifting committee members. While Kenneth Beebe continually tried to strengthen the organization, once he had established the basic method for selecting Horatio Alger Award recipients, the external activities of the committee changed very little until the mid-1970s.

THE NOMINATIONS PROCESS

Nominations for the Horatio Alger Award were accepted from college representatives, committee members, friends and the general public. The committee agreed that recipients must be present at the awards presentation ceremony in order to receive the award. Special exceptions were occasionally made for individuals such as the former President Herbert Hoover, who agreed to accept the award in 1953 at the offices of the American Schools and Colleges Association.

In the early 1950s, Beebe moved the Horatio Alger Awards presentation out of the offices of the American Schools and Colleges. Early locations of awards presentations included Rockefeller Center's Rainbow Room and the Starlight Roof at the Waldorf-Astoria. The awards were traditionally presented at 10:00 a.m., and beginning in 1953, they were followed with a luncheon for the honorees.

In 1951, Abraham Ellis, a member of the committee and its attorney, recommended having the Honest Ballot Association collect and tabulate the ballots to maintain the integrity of the voting process. To highlight and share information about the accomplishments of Horatio Alger Award recipients and early scholarship winners, Kenneth Beebe in 1956 produced the first *Opportunity Still Knocks* book. This book provides a description of the balloting process that existed from the early 1950s until 1975:

Each year medals are awarded to Americans whose careers typify the results of individual initiative, hard work, honesty, and adherence to traditional ideals. Hundreds of names of business and professional leaders from all walks of American life are submitted to the nominating committee by various persons. After screening by the committee, some 18 or 20 of these names are usually presented to about 3,000 campus leaders in more than 455 colleges and universities. These young leaders vote to select those whose careers reflect the spirit of achievement in spite of obstacles. The purpose for taking this vote at the college level is to impress upon young people everywhere how these basic principles are still working in the lives of contemporary leaders in American life.
THE HORATIO ALGER AWARD

The Horatio Alger Award itself initially was a paper certificate. It was not long before Kenneth Beebe devised a bronze medallion on a wooden plaque as the award. The medallion had laurel leaves, a torch and flame, and a scroll that read: “Annual Horatio Alger Award of the American Schools and Colleges Association towards the enhancing of the American tradition of overcoming obstacles to achieve success through diligence, industry and perseverance.” This continued as the Horatio Alger Award until it was replaced with the Horatio Alger bust in 1977.

FUNDING THE AWARDS

Kenneth Beebe established that no financial obligation would accompany acceptance of the Horatio Alger Award, but the committee did endeavor to raise money to cover expenses. While sales of the Opportunity Still Knocks books would be the committee’s main fund-raising endeavor for several decades, the 1956 edition lists opportunities to support the committee through general donations; gifts to support student-aid scholarships to be named after the donor, combined with a straight donation toward an endowment for the annual Horatio Alger Awards; or as a memorial to bear the name of the person or organization in whose memory it is given. The committee also began defraying the costs of the awards luncheons by charging $10 a seat to non-honorees.

THE FIRST STUDENT SCHOLARSHIPS

Through the mid-1950s, the Horatio Alger Awards Committee of the American Schools and Colleges Association awarded scholarships to students who were working their way through college. The scholarships were awarded to winners of essay contests about the American free enterprise system. The amount of the scholarship was $200, to be used for things other than tuition. While it is not certain when or why these scholarships were discontinued, Kenneth Beebe’s colleague, Florence Meade Puzon, noted that it had been very labor-intensive to judge the essay contests.

Until 1977, award recipients received a bronze medallion mounted on a wooden plaque.

Opportunity Still Knocks books would continue to be produced every few years. In the early 1980s, the name of this publication was changed to Only in America Opportunity Still Knocks. Since then it has been produced annually.
SAMPLE ESSAYS FROM HORATIO ALGER SCHOLARSHIP RECIPIENTS IN THE 1950s

THE TOPIC: THE AMERICAN FREE ENTERPRISE SYSTEM AND THE EQUALITY OF OPPORTUNITY WHICH IT OFFERS

Award-winning essay by Barbara Waselski

For three centuries, American civilization has been driven by the force of individualism. Its success is visible in our political, economic, and spiritual institutions. However, our concepts are not faultless — that being a virtual impossibility. But we harbor a firm belief in the equality of man; in democracy, as opposed to aristocratic or socialized governments and systems.

We realize that each man is born having varied capacities; being not merely one of a mob, but an individual.

Our free enterprise system stems from the basic equality of opportunity and, judging from America today, certainly this individualism is the best avenue to travel for furthering human progress.

Award-winning Horatio Alger essay by Diane Weber

This is the economic system we inherited from our forefathers. They came to this country because they were oppressed. After the American Revolution, they drew up the United States Constitution, which provided equality for all.

If a person has courage, imagination, and energy, he can have the same opportunity for advancement as his neighbor. He also must accept responsibilities that go with it.

As the world marches on, science, social theories, new trends in the arts, open the way for active, open-minded students. Thus, our way of living enables everyone to make the most of what God has granted him.
THE COMMITTEE’S MISSION

Under Kenneth Beebe’s leadership, the Horatio Alger Awards Committee of the American Schools and Colleges Association did not have a formal mission statement. However, a passage in several of the early Opportunity Still Knocks books provides a summation of what the committee sought to represent:

When asked to what they [Horatio Alger Award recipients] attribute their successes, their usual recommendations to youth are:

- Be honest and stick to high moral principles.
- Work hard and enjoy your work. (They all agree they worked hard and still enjoyed it.)
- The third seems to be a human or inspirational “spark” variously expressed as “a good mother’s guidance,” “inspiration based on faith in God and faith in country,” “alertness to others’ needs; development of your personality, getting along with other people through helping them to like themselves.”

Work, faith, and inspiration as exemplified in the lives of these men are needed today. As Dr. Peale has often said, “This country needs a new birth of the philosophy and spirit of Horatio Alger, whose books showed that a boy could rise from humble beginnings to outstanding achievement and service.

—Kenneth J. Beebe, President
Horatio Alger Awards Committee of the American Schools and Colleges Association, Inc.

STAYING ON COURSE: DEDICATION AND DETERMINATION

The Horatio Alger Awards Committee was incorporated as a non-profit entity under the auspices of the for-profit American Schools and Colleges Association. While Kenneth Beebe had the help of the committee members, he bore the major responsibility for shepherding the Horatio Alger Awards Committee. Even after it was fairly well established, there were challenges. It was not always easy to get nationally prominent people to take the time to accept the award. Also, some recipients hoped to benefit financially as a result of the award, and others wanted to use it as a means of rewarding colleagues. Margaret Beebe recalled that “Kenneth hoped that it would grow, but he wanted to be sure it stayed pure and right. He struggled desperately to keep it on the right track.”

In spite of his businesses, Kenneth Beebe came to devote more and more of his time to the Horatio Alger Awards. His daughter, Lynn Beebe Lambeth, recounted, “My father had two small businesses….Then he started the Horatio Alger Awards. Of the three entities, the Alger Awards were his great love.” His wife said, “He had no other hobby, nothing except trying to make this Horatio Alger idea work. He was always trying to figure out new ways to make it strong, make it succeed, and help more children. It worried me that he wasn’t tending to his other business. This was just something he had to do.” While he was authorized a salary by the committee’s board, he never took it nor made any profit from the Horatio Alger Awards Committee.
A FOND LOOK BACK

Kenneth and Margaret Beebe had one child, a daughter named Lynn. The following are some of Lynn Beebe Lambeth’s recollections about attending early Horatio Alger Awards events with her parents:

As a child I frequently attended the award ceremonies in the 1950s and ’60s. I remember my father and Dr. Peale at the podium, and the formal setting, including the Waldorf. The ceremonies that stand out most clearly for me were the ones which meant the most to me as a child.

I distinctly remember the wondrous moment of meeting Joyce C. Hall (’57) of Hallmark and handing him a “greeting card,” which I had made with my drawing paper and crayons. I can still see him clearly standing there, tall and straight, amongst the formally set tables in that formal room, as I met and talked with him. He was evidently great with children because he respectfully and without hyperbole left this artist sincerely believing she had created a truly professional piece of artwork for him!

In that same era, I recall gazing across the room in rapt fascination at Colonel Harland Sanders (’65) of Kentucky Fried Chicken—in person, in his white suit with his white hair just exactly like all the pictures I’d ever seen of him. I did have the opportunity to meet him, but I recall being dumbstruck. The poor Colonel was probably used to that sort of wide-eyed, mouth-dropped-open-in-rapt-awe stare from young children!

And another individual I associate with this era was Alfred C. Fuller (’59), the original “Fuller Brush Man.” It must be testimony to how much of a factor Fuller Brush products had become in American homes that at such an early age I was so impressed to meet Mr. Fuller himself, whose products would not inherently attract the interest or notice of children the way Kentucky Fried Chicken would!

Another major moment for me was meeting John Galbreath (’60). I was a little older at this point (it was in the later stage of my horse-and-riding era when my interest encompassed following the news of thoroughbred horse-racing). I remember looking forward for months with enormous anticipation to the prospect of meeting Mr. Galbreath—who was probably attracting far more attention from the adults for his association with the Pittsburgh Pirates than with Darby Dan Farm’s thoroughbreds! It was indeed a thrill to meet him and talk a little about my favorites amongst his horses.

—Lynn Beebe Lambeth
Daughter of Kenneth Beebe
1971 Award Recipient Lowell Thomas (left) with Cecil Earle Baker (right), who served as president of the Horatio Alger Awards Committee from 1970 to 1975.
Early in 1970, Kenneth Beebe (’47) was 81 years old, in seemingly good health and contemplating retirement. However, one day at work he suddenly became ill. After a quick visit to a doctor’s office, he was told to go straight home. His colleague Florence Meade Puzon recalled, “I walked him to the elevator, then called Mrs. Beebe to tell her he would be home early. He never came back to work.” Kenneth Beebe died in March 1970.
A NEW ERA BEGINS

On March 26, 1970, a special meeting was called of the active members and board of the Horatio Alger Awards Committee of the American Schools and Colleges Association. Present at the meeting were Kenneth Beebe’s colleague Florence Meade Puzon; Cecil Earle Baker, a friend who had served on the committee since its inception; the committee’s attorney Abraham Ellis; and associates of Kenneth Beebe, Frank K. Noll, LeRoy E. Allen, and Norman Vincent Peale (’52). The only one present who had actually received the Horatio Alger Award was Norman Vincent Peale. In addition to representing himself, Dr. Peale was serving as the proxy for Vernon Beebe, Kenneth Beebe’s brother, who was too old to travel from his home in Illinois.

With great sadness the committee noted the passing of Kenneth J. Beebe. In his stead, they elected Margaret Beebe to resume serving as an active member. The next order of business was to elect a new president. Lynn Beebe Lambeth recalls, “In the later years of my father’s life, I remember much discussion at home about the need to put the Alger Committee into sound hands — to structure an independent non-profit with leadership that was capable of continuing the mission on a steady, sound basis into the future…both to ensure that it would continue to spread the message that was its mission, and to safeguard it from potential misuse for personal gain.” It seemed fitting that participants at the special meeting elected Cecil Earle Baker, Kenneth Beebe’s long-time friend and associate, as the second president of the Horatio Alger Awards Committee.

Regarding the future of the Horatio Alger Awards Committee, it was agreed that the 1970 Horatio Alger Awards events should be held as planned on May 6. They also agreed to convene a meeting following the awards luncheon with 25 or 30 former Horatio Alger Award winners to elicit their advice and guidance regarding future directions for the Horatio Alger Awards Committee.

CECEL EARLE BAKER

PRESIDENT
HORATIO ALGER AWARDS COMMITTEE, INC.
1970-1975

Cecil Earle Baker was Kenneth Beebe’s oldest friend. He was involved with the Horatio Alger Awards Committee from its earliest days. Prior to his election as president, Cecil Baker served as the committee secretary for more than 20 years. He served as president from 1970 to 1975.

Excerpt from Horatio Alger Awards Committee’s Memorial Book about Cecil Earle Baker

Upon graduation from Pine Bluff High School in Pine Bluff, Arkansas, Cecil Baker migrated in 1915 to New York City. He worked on Wall Street and attended Columbia University at night. His successful business survived the Depression, and he went on to organize seven oil and gas companies.

In 1947, he helped Kenneth J. Beebe found the Horatio Alger Award, to recognize men and women who had achieved the American Dream by living “rags to riches” lives, and who would serve as American heroes for young people. After Dr. Beebe’s death in 1970, Mr. Baker succeeded him as president, retiring from that post in 1975.

He and his wife of 52 years, Lillian, traveled extensively around the United States speaking to high school and college audiences.
THE FIRST TRUE MEMBERSHIP MEETING

The special meeting convened by the Horatio Alger Awards Committee was held in the Palm Gardens of the Waldorf Astoria Hotel immediately after the award luncheon on May 6, 1970. The purpose of the meeting was to solicit recommendations for the future from Horatio Alger Award winners. Norman Vincent Peale ('52) served as moderator. This meeting was important because it was the first time that a representative group of award recipients had been asked for their advice regarding the Horatio Alger Award Committee. It was also noteworthy because many of the recommendations set forth at the meeting would be instrumental in shaping the Horatio Alger Association of Distinguished Americans that exists today.

Suggestions included:

- Making the Horatio Alger Awards Committee a separate entity from the American Schools and Colleges Association;
- Revamping and modernizing the *Opportunity Still Knocks* book;
- Granting scholarships;
- Placing greater emphasis on inspiring young people;
- Having more award recipients serving on the committee;
- Encouraging award recipients to contribute financially to the committee so that it would have a stable budget; and
- Expanding committee and board membership.

A PROMISING, BUT CHALLENGING, ERA

This was a promising start to a new era, but the next several years were tenuous ones for the Horatio Alger Awards Committee. Cecil Baker was more than 80 years old when he assumed the office of president. Some suggested that he ran the organization more as a private business, and communications with committee members and award recipients greatly decreased. There were also challenges with the relationship between the Horatio Alger Awards Committee and the American Schools and Colleges Association. At this point in time, Vernon Beebe was 93 years old and no longer active in the American Schools and Colleges Association. Florence Meade Puzon had inherited the American Schools and Colleges Association from Kenneth Beebe. While running that business, she also served as a member of the Horatio Alger Awards Committee and assisted Cecil Baker. She formed a link between the two organizations, but the Horatio Alger Awards Committee had always been Kenneth Beebe's unique vision. Now that he was gone, the rationale for the coexistence of the Horatio Alger Awards Committee and the American Schools and Colleges Association was called into question.

Things slowed down to such a degree that in 1973 the Horatio Alger Awards Committee did not present any awards. At this point, the board intervened. Cecil Baker wanted to ensure the continuation and future success of the Horatio Alger Awards Committee, and he refused to relinquish his role as committee president to anyone but Norman Vincent Peale ('52). Dr. Peale already had numerous commitments requiring his time and attention. Had the situation been less dire, he may not have agreed to accept this additional responsibility. However, in a stroke of good fortune for the Horatio Alger Awards Committee, Norman Vincent Peale accepted the nomination, and on April 1, 1975, he became the committee's third president.
Norman Vincent Peale and Kenneth Beebe at the 1965 awards ceremony
It was highly appropriate that leadership of the Horatio Alger Awards Committee should pass from Kenneth Beebe (’47) to Norman Vincent Peale (’52). Kenneth Beebe strongly believed in the availability of opportunities through the American free enterprise system, and Norman Vincent Peale espoused that individuals, with positive thinking and determination, can use their freedom as Americans to set their own course and to define themselves. Dr. Peale is considered a co-founder of the Horatio Alger Association because he is responsible for ensuring the perpetuation of Kenneth Beebe’s vision for the organization.
DR. NORMAN VINCENT PEALE

Norman Vincent Peale ('52) is another example of the immense influence that one person can have on the world around him. Norman Peale was born on May 31, 1898, in Bowersville, Ohio. As a young man, he struggled with issues of self-confidence. He developed strategies to combat negative mental tendencies through his religious studies and psychological research. Dr. Peale became a noted minister and one of America’s first inspirational self-help speakers and writers. For 52 years, he served as the minister of the Marble Collegiate Church in New York City. His sermons were mailed to more than 750,000 people each month. Dr. Peale had a radio program, The Art of Living, that was broadcasted for 54 years. In 1945, he and his wife, Ruth Stafford Peale ('77), founded Guideposts magazine, which continues to inspire readers with stories of hope and courage today. In addition to receiving the Horatio Alger Award in 1952, that year also marked the publication of Dr. Peale’s fourth and most popular book, The Power of Positive Thinking, which has sold 20 million copies and has been translated into 41 languages.

Peale Signature
With his ministry and numerous other commitments, Dr. Peale’s initial involvement with the Horatio Alger Awards Committee was somewhat peripheral. Kenneth Beebe (’47), for the most part, did not actively involve award recipients in the actual workings of the committee. He did, however, enlist their support by asking them to serve as “national chairman” and “national co-chairmen.” These appointees recommended possible Horatio Alger Award recipients and assisted in the awards and scholarship presentations. Norman Vincent Peale served as the national chairman in 1956. In 1957, Dr. Peale was elected to serve as an active member and a board member of the Horatio Alger Awards Committee of the American Schools and Colleges Association.

Norman Vincent Peale believed strongly in Kenneth Beebe’s vision and the purpose of the Horatio Alger Awards Committee, however, he was also aware of his numerous other commitments. He agreed to serve as president on the condition that the Horatio Alger Awards Committee would hire an executive director. The committee had been operating at a deficit for several years, so committee members consented to initially hire someone on a part-time basis. Dr. Peale recommended Helen M. Gray (’82), whom he knew from his church. As Dr. Peale’s fund-raising efforts began to achieve results, the committee responded to Florence Meade Puzon’s request for more administrative support by hiring Linda Neglia as its first full-time employee, and soon thereafter, Helen Gray was appointed as the full-time executive director. She served from 1975 to 1982.

Excerpts from an introductory statement written by Norman Vincent Peale for one of the Only In America Opportunity Still Knocks books:

The young person who desires success will be wise to study the biographies of men and women who have super achieved. For what others have accomplished, the student of the laws of success can also attain. And success has its own laws or rules. To learn them requires a careful study of those persons who have achieved outstanding success...

Horatio Alger winners invariably believe wholeheartedly in American free enterprise. For this way of life gave them their chance. They know it to be the greatest of all economic systems, having made available more jobs, more goods and services with a wider distribution of wealth than any economic system in history. And certainly it has provided more opportunity to more poor boys and girls...

THE FORMATION OF A MEMBERS-RUN ORGANIZATION

Prior to even assuming the presidency in April 1975, Dr. Peale (’52) rapidly began to effect organizational change. The committee’s activities and governance had varied little over the years. With increased support from Horatio Alger Award recipients and Dr. Peale’s leadership, the Horatio Alger Awards Committee was now ready to expand its focus and activities.

The committee convened a board meeting on March 18, 1975, to prepare for the transition of leadership. In addition to introducing the new staff members, the committee welcomed four new board members: Oliver Porter and Myron Boardman who were not award recipients, and Walter D. Behlen and Arthur Rubloff who had received Horatio Alger Awards in 1968 and 1955 respectively.
NEW IDEAS AND RENEWED COMMITMENT

Norman Vincent Peale discussed “possibilities for an ongoing program of benevolence” including the possibility of scholarships to outstanding students with financial needs and/or physical challenges, or to youth from other countries who had become American citizens. Other options included a media campaign aimed at students, providing *Opportunity Still Knocks* books to schools in award recipients’ communities, providing high schools and colleges with inspirational speakers from among the award winners, and offering financial help to aspiring young people to further the free enterprise system. Dr. Peale also suggested the possibility of a “Junior” Horatio Alger Award to be given to high school and college students with meager means. There was strong agreement among committee members that the committee needed a program of benevolence targeted to students.

To generate more involvement by former award recipients, referred to at this particular meeting as “alumni,” there was a suggestion to host a social event. Arthur Rubloff ('55) recommended expanding the board to 25 members. Further recommendations included forming an executive committee with a set transition of officers, and limiting director and officer terms to a maximum of two years. Officer terms were established for one year only, but it quickly evolved that incumbents were always re-elected for a second term.

In light of Dr. Peale's importance to the committee and his weighty responsibilities, Arthur Rubloff recommended that Dr. Peale be appointed to a special post as general chairman of the committee with a life-term. This would serve to “always preserve the identity of Norman Vincent Peale with the Horatio Alger Award.” This arrangement suited Dr. Peale for it allowed him to continue in a leadership role without having to be concerned with the day-to-day decisions in running the organization. At the board meeting on April 5, 1976, Dr. Peale would be formally elected as general chairman of the Horatio Alger Awards Committee and would serve in this post through 1988.
ADOPTION OF THE CURRENT HORATIO ALGER AWARD SELECTION PROCESS

On May 29, 1975, the committee met again. The most significant development, among many that occurred at this meeting, was the decision to stop polling colleges and universities to determine the Horatio Alger Award recipients. It was deemed too late in the school year to begin the process, so the committee appointed a subcommittee composed of Norman Vincent Peale ('52), Arthur Rubloff ('55), and Abraham Ellis to determine the 1975 award recipients. This ended the committee's 20-plus-year relationship with the Honest Ballot Association. Henceforth, staff would compile a list of approximately 40 nominees for the Horatio Alger Award. A preliminary selection committee, which in this early phase was normally composed of three or four members appointed by the president, would narrow the list down to 20 nominees. The board would then determine the award recipients. This is still the basic procedure that is in place today, except the Preliminary Selection Committee has been replaced by a greatly expanded Horatio Alger Awards Committee, which recommends 20 finalists to the board.

RECOGNITION OF FEMALE ENTREPRENEURS

Norman Vincent Peale ('52) indicated that he and his wife, Ruth Stafford Peale ('77), hoped that women would be given greater consideration as possible award recipients. During 1948 and 1949, Kenneth Beebe included women among the award recipients, but between 1950 and 1974, only three women received Horatio Alger Awards. From 1975 on, the number of female entrepreneurs recognized with the Horatio Alger Award has steadily increased, and this remains an ongoing objective of the Association today.

RUTH STAFFORD PEALE

Ruth Stafford Peale was presented the Horatio Alger Award in 1977. In all of their endeavors, Norman Vincent and Ruth Stafford Peale were a true partnership. Even before she received the Horatio Alger Award, Ruth Peale was an active participant on the Horatio Alger board and its sub-committees. While she was and is deeply committed to the mission of the Horatio Alger Association, she also sought to protect her husband from overextending himself. She was delighted when he assumed the post of general chairman, which allowed him to provide leadership and to publicly support the Association while not being weighed down by the operational responsibilities.

Ruth Stafford Peale receiving the Horatio Alger Award from her husband, Dr. Peale, during the 1977 Awards Ceremony. Awards emcee Arthur Godfrey is seated on left.
FOSTERING LOYALTY AND INVOLVEMENT OF HORATIO ALGER AWARD RECIPIENTS

Based on a recommendation from the previous meeting to host a social event to encourage interaction among award recipients, Norman Vincent Peale ('52) noted that a “reunion” dinner for all current and past award recipients would be held on October 16, 1975, in advance of the awards ceremony and luncheon on October 17. Hosting a dinner the night before the ceremony brought into question the need for a luncheon. The board approved maintaining the luncheon because friends, corporate colleagues, additional family members, and press contacts could attend the luncheon but were not included in the reunion dinner. The committee was still not on firm financial footing at this point, and it was determined that participants would “pay their own way” for the reunion dinner. There was also talk of enlisting Horatio Alger Award recipient Ronald Reagan ('69) as the featured speaker at the dinner and the awards luncheon, but there is no evidence that this occurred.

The committee decided to move forward with fund-raising efforts conducted by Henry G. Walter ('72). A meeting had been scheduled for June 16, 1975, in New York City. Fifty-seven former award recipients had been invited and Henry Walter was going to solicit their support for the Horatio Alger Awards Committee. Walter D. Behlen ('68) recommended establishing an endowment fund to support Henry Walter’s fund-raising efforts. And Florence Meade Puzon suggested that award recipient Clarence R. Moll ('62), president of Widener College, might be able to offer scholarship ideas for presentation during the meeting.

The Horatio Alger Awards Committee was rapidly evolving into a true members-run organization. Several recommendations had been made to increase the size of the committee’s board of directors. Abraham Ellis pointed out that the organization’s charter indicated that the board should be composed of three to ten members. He and several other committee members felt a larger board would be ineffective. As another means to encourage involvement by award recipients, he suggested forming a larger committee with a different name. The Horatio Alger Awards Committee unanimously approved the formation of a national executive committee to be composed of up to 25 award recipients. The responsibilities of the national executive committee would be to: 1) advise the board of directors through recommendations and suggestions, 2) assume responsibility for fund-raising efforts, 3) help in the selection of new awardees, and 4) generally further the purposes of the Horatio Alger Awards Committee. By the next board meeting, the composition of these two entities would be totally reversed.

BOARD COMPOSED SOLELY OF HORATIO ALGER AWARD RECIPIENTS

While there is no documentation of what occurred among committee members in the intervening year, when the Horatio Alger Awards Committee convened on April 5, 1976, it is obvious that the board members had been seriously considering its future.

Arthur Rubloff ('55) started the meeting stating that “the Horatio Alger Awards Committee [had] come to a point where giving out awards [was] not enough. It is important that the committee have a purpose to the youth of the nation.” Executive Director Helen M. Gray ('82) then presented three possible projects directed to youth: 1) career seminars to teach junior high to college students about business and entrepreneurship, 2) a library program to provide inspirational and motivational books to schools, and 3) production of a film highlighting the modern-day Horatio Alger stories of members. The film would be made available to Boys’ and Girls’ Clubs, Junior Achievement and other youth-oriented organizations.

Arthur Rubloff ('55) noted that these projects would require steady financial support, which the committee did not have at that time. To address this, he presented a plan to restructure the committee. He stated that it was necessary to have a board composed of “awardees.” In order not to lose the support of board members who were not award recipients, Mr. Rubloff recommended the creation of an “honorary committee.”
Board member Myron Boardman (who was not an “awardee”) summed up the recommendation saying, “The essential idea is that the committee will be going to the awardees...building a board of directors from those who are most enthusiastic and placing them with the burden of moving the philosophy of HAAC forward.” Boardman then indicated that he “would be honored to serve on the honorary committee” and pledged his full support. It was further noted that “Mrs. Beebe also supports the board’s plan and feels sure that Mr. Baker would also agree.” It was decided that board terms should be for one year and that the by-laws should be changed to allow for a board with 10 to 25 directors.

On April 5, 1976, a board composed solely of Horatio Alger Award recipients was elected for the first time. Board members included:

Norman Vincent Peale ('52), General Chairman
George Shinn ('75), President
Arthur Rubloff ('55), Executive Vice President
John W. Galbreath ('60), Vice President
Dean Jeffers ('75), Treasurer
Helen F. Boehm ('75)
Edward E. Carlson ('75)
R. J. “Pete” Foresman ('75)
W. Clement Stone ('63)

STANDING ALONE: THE HORATIO ALGER AWARDS COMMITTEE, INC.

Norman Vincent Peale ('52) then initiated a discussion about the committee’s name. He noted that the Horatio Alger Awards Committee was a non-profit entity under the auspices of the for-profit American Schools and Colleges Association. Sentiments to separate the two organizations had been building since the death of Kenneth Beebe ('47). After a brief discussion, it was unanimously approved to formally sever the bonds between the two organizations and rename the committee the Horatio Alger Awards Committee, Inc. Abraham Ellis filed documents to request this name change with the state of New York on May 20, 1976.

The two organizations would be legally separate entities. However, a sublease agreement regarding office space already existed. The committee agreed that Florence Meade Puzon could continue operating the American Schools and Colleges Association out of their mutual office space. There was even talk of her giving the American Schools and Colleges Association to the Horatio Alger Awards Committee, but the committee feared that if it did not prosper, it would also needlessly damage the American Schools and Colleges Association.

After the Horatio Alger Awards Committee, Inc., and American Schools and Colleges Association separated, Florence Meade Puzon continued to operate the American Schools and Colleges Association out of their shared office space in Rockefeller Center until she retired in 1983.

1976 Award Ceremony (L to R): Ruth S. Peale ('77), John Galbreath ('60), Norman V. Peale ('52), George Shinn ('75), and Arthur Rubloff ('55)

Florence Meade Puzon supported the Horatio Alger Committee from 1947 to 1983.
Alger’s 150th Year Marked

By HERBERT MITGANG

Horatio Alger Jr., who became an unhappy millionaire by writing more than a hundred books about poor lads miraculously going from rags to riches through pluck and plot luck, was honored yesterday.

A ceremony with a three-foot-long birthday cake at the Children’s Aid Society headquarters, 100 East 29th Street, commemorated his birth on Jan. 13, 1832. Helen M. Gray, executive director of the Horatio Alger Association of Distinguished Americans, presented a small collection of Alger books to Philip Coltoff, the society’s executive director. Also in attendance was an Alger biographer, Ralph D. Gardner, a member of the Horatio Alger Society of Lansing, Mich., a small group of true believers and collectors.

The link between the Alger association, which maintains an office with a five-person staff in Rockefeller Center, and the charitable society is historical and literary, but not philosophical.

A Former Unitarian Minister

Alger came to New York to devote himself to writing after serving as pastor of the Unitarian Church in Brewster, Mass. He moved into the Newsboys Lodging House on Fulton Street and lived there for 30 years. The society supported these lodgings, and Alger, who picked up material for his stories there, dedicated some of his books to the organization.

But Miss Gray and Mr. Coltoff have almost totally different views of Alger, as well as of economic and social aid in today’s America. Government assistance in the era of Reaganomics and the relevance — if any — of the simplistic Alger bootstraps philosophy in the 20th century.

If Horatio Alger was alive today,” Mr. Coltoff said, “he would want our Government to be compassionate and humane in dealings with the poor, including assistance through various programs. He was so Neanderthal.”

Mr. Coltoff’s organization offers better care and community health services, mental health clinics, summer youth employment, Head Start programs in neighborhood centers — all supported in part by city, state and federal funds.

Self-Help Favoring

By contrast, Miss Gray said: “The Alger Association believes in freedom and private enterprise, not Social Security. In fact, by President Reagan cutting back on such social programs, he helps people to help themselves. The more you throw money at people, the more you thwart them.”

The Alger Association is supported by funds from large corporations and wealthy individuals, some of whom have received Horatio Alger Awards — a best of the author and inclusion in the association’s privately printed book, “Only in America: Opportunity Still Knocks.”

The general chairman of the association is Norman Vincent Peale, pastor of the Marble Collegiate Church. The secretary is Ruth Stafford Peale, executive secretary of the Foundation for Christian Living, and corporate executives are on the board of directors.

“As we know the concept of private enterprise offered under the American system, we select candidates for awards who inculcate patriotism and love of country and help to conserve America as the land of opportunity for all, regardless of race, religious or economic status.”

In a pamphlet distributed at the ceremony and written by Mr. Gardner, “Could Horatio Alger’s Heroes Make It in Today’s Business World?,” the conclusion was that they could:

“Honesty. Hard work. Aggressiveness. Temperance. Consideration for others. Tried-and-true principles, these. Traits that have stood the test of time — by dint of which Ragged Dick, Phil the Fiddler and other Alger lads just might make it in today’s business world. Formulas for success just haven’t changed all that much in the last hundred years.”

Alger’s reputation as an author has not suffered with the same durability as his paralyzed heroes. His biographers point out that Alger himself strove to write more serious works for adults but kept returning to the formula books — “Luck and Pluck,” “Ragged Dick” — and other series that earned him a fortune. His efforts at a few adult books — biographies of Presidents Lincoln and Garfield — failed to gain him the admiration of fellow writers and are forgotten today.
In the mid-1970s, the Horatio Alger Awards Committee was preparing to celebrate its 30th anniversary in 1977, followed by the 150th anniversary of the birth of Horatio Alger, Jr., in 1982. As it assessed past progress and hopes for future development, the committee agreed that a steady source of funding was needed. One of the committee’s first steps to increase funding was to change the nature of the Horatio Alger Awards presentation.
Until 1975, the awards ceremony was not a fund-raiser. It was a small luncheon that was originally held at the Rainbow Room Restaurant on Fifth Avenue. The cost was about $10 per plate and a limited number of guests attended. Dr. Peale and/or Dr. Beebe handed out the awards at the luncheon. When Helen Gray and I came on board in 1975, the board accepted the idea of turning the luncheon into a fund-raising event and opening it up to family, friends, and business constituents. The 1975 luncheon at the Waldorf-Astoria was raised to $50 per person. The ceremony and award presentations were held in a separate room from the luncheon and the media was invited. Several hundred people attended and we made a profit for the first time.

—Linda Neglia, former staff person

The year’s awards [ceremony] has been a phenomenal affair for us. We have never gone outside our organization to get funds. Forty-five members are attending the awards, plus 13 winners. We have reservations for 33 tables from our members and 22 tables for winners’ guests. Also we have a total of 12 corporate tables. This makes a total of 66 tables equaling over 700 guests. There will be two dais tables: the top dais will consist of the 13 winners plus those taking part in the program, and the second dais will have 29 of our members. Helen Boehm is donating a cardinal fledgling [porcelain piece] as the centerpieces for each table. She is also donating the “American Mustangs” for Arthur Godfrey for his love of horses and also for his work as master of ceremonies at the awards.

—Executive Director Helen M. Gray (’82), report to the board on September 16, 1977

THE 30TH ANNIVERSARY—A CELEBRATION TO REMEMBER

To celebrate the 30th anniversary milestone, board member Arthur Rubloff (’55) offered to host the awards ceremony in his hometown of Chicago, Illinois. Mr. Rubloff, a real estate developer responsible for creating Chicago’s Magnificent Mile, was a highly respected member of the city’s business community. He was able to generate strong local support for the Horatio Alger Awards Ceremony. To assist fund-raising efforts, Mr. Rubloff determined to shift the awards ceremony from a luncheon format to an evening event that included dinner. The 30th Annual Horatio Alger Awards Ceremony was held at the Continental Plaza Hotel on the evening of September 16, 1977.

Arthur Rubloff (’55) and Norman Vincent Peale (’52) introducing the Horatio Alger bust as the new Horatio Alger Award during the 1977 awards ceremony.

This large bust of Horatio Alger, Jr., was presented to Dr. Peale (’52) for his long service to the organization. Smaller replicas of the bust continue to serve as the Horatio Alger Award to the present day.
The cost of seats at the awards dinner was $100 or $1,000 per table. The event netted the Horatio Alger Awards Committee a profit of $69,235. Staff member Linda Neglia noted that the 1977 awards events were a turning point for the committee. Thereafter, it was no longer difficult to get members to agree to serve as awards chairmen, they readily volunteered.

Arthur Rubloff ('55) was also a noted art collector with a prized collection of bronze statues. He decided that the Horatio Alger Award itself should be changed from a wooden plaque to a miniature bronze bust of Horatio Alger, Jr. In anticipation of the Horatio Alger Awards Committee's 30th anniversary, Arthur Rubloff sponsored a competition among students at the Art Students League in New York City to create a sculpture of Horatio Alger, Jr. The winner of the $2,000 prize was Ruth Millerick of South Orange, New Jersey. While she did not begin to study art until after raising her three children, her natural talent was quickly recognized and encouraged at the Art Students League. Two different sizes of the bronze bust were created. Smaller versions of the Horatio Alger bust were presented as the new Horatio Alger Award to that year's 13 award recipients. The 1977 awards program noted that “The miniature of the bronze, a symbol of success through the American free enterprise system, will serve as the committee’s award for all time—from this year forward.” The larger bronze sculpture was presented to Dr. Peale during the awards ceremony for his devotion and service to the committee.

FOCUS ON OUTREACH TO YOUNG AMERICANS

The early 1970s had been a difficult transitional period for the Horatio Alger Awards Committee. By the latter part of the decade, with the leadership and participation of Horatio Alger Award recipients, the committee successfully restructured its governance bodies, expanded the format of the annual awards ceremony and achieved greater financial solvency. While efforts to refine these three areas would be ongoing, the committee was ready to take on new challenges.

In 1977, Association Member Charles W. Lubin ('68) noted that “questions are being raised about what the committee, as a non-profit organization, does with its funds.” At the next meeting of the board in January 1978, a determination was made to recognize youth organizations that supported entrepreneurship and free enterprise. During the 1978 awards ceremony, which was once again held in New York City at the Waldorf-Astoria, four national representatives of Junior Achievement were recognized. Each of their respective chapters was granted $5,000 to assist with an entrepreneurial project. In the interest of inspiring more young people, the committee agreed that it would present similar awards to representatives of a different organization each year.
INCREASES IN MEMBERSHIP AND FINANCIAL SUPPORT

Following the presidency of George Shinn (’75), Zenon C. R. Hansen (’74), the chairman and president of Mack Trucks, Inc., assumed the office in May 1978. He was committed to diversifying the committee’s funding sources. Zenon Hansen was responsible for the creation of the Horatio Alger Memorial Tribute Fund. Members and non-members alike could be memorialized in a memorial book and with a plaque at the committee’s headquarters through a gift to the memorial fund. These contributions were to be used solely to support educational career seminars.

Under Zenon Hansen’s watch, the Horatio Alger Awards Committee also established an endowment fund. The interest from the fund was to be used for operational expenses, while the principal would remain invested. The drive for support would be targeted to corporations and individuals. Association member Lee F. Flaherty (’79) initiated the fund with a commitment of $5,000 at the board meeting on May 19, 1979. This was quickly followed by individual commitments of $15,000 over three years from Helen F. Boehm (’75), John W. Galbreath (’60), Charles W. Lubin (’68), and Arthur Rubloff (’55).

EFFORTS TO INCREASE NATIONAL EXPOSURE

During his presidency, Zenon C. R. Hansen (’74) wanted to rapidly increase the membership ranks and felt that the Horatio Alger Awards Committee was limited by having only one annual awards ceremony. Initially, he lobbied to have individual recognition ceremonies in the recipients’ cities of residence, followed by a national joint ceremony. He felt this would help spread the committee’s philosophy by attracting greater media coverage. The board did not support this idea, but it did agree to host two pilot awards ceremonies in addition to the main ceremonies that were scheduled in 1979 and 1980.

The first “satellite” ceremony was held in 1979 in Miami, Florida; the second one, slated for Dallas, Texas, in 1980, never took place. Upon further evaluation, the board concluded that it was more efficient to increase the number of award recipients at one main ceremony.
TWO MEMBERS SET THE STAGE FOR GREATER SUCCESS

In addition to inducting 18 new members, the awards events in 1979 were noteworthy for other reasons. The awards events in Columbus, Ohio, were co-chaired by John W. Galbreath ('60) and Dean W. Jeffers ('75). Both men were leading business and civic leaders in Columbus. John Galbreath hosted a successful members’ reunion at his Darby Dan Farm on Thursday, May 17, the day before the main ceremony. In 1975, Dr. Peale and the committee had hosted a members’ reunion the night before the awards ceremony, but the committee was in a weakened state at that time, and it had lost contact with many of the recipients. By 1979, award recipients were now “members” and felt a stronger personal commitment to the Horatio Alger Awards Committee. Members wanted increased opportunities to get to know other members. John Galbreath’s event began an ongoing tradition of hosting annual members’ reunions during the annual awards events.

The Columbus awards events were a tremendous financial success for the Horatio Alger Awards Committee as a result of individual sponsors. A total of 40 out of the 85 tables at the awards ceremony were underwritten by John W. Galbreath ('60), Dean W. Jeffers ('75), and R. David Thomas ('79). Messrs. Jeffers and Galbreath used their tables to accommodate more than 200 young people. John Galbreath hosted the members’ reunion, and Dean Jeffers paid the expenses for the photographer, tour transportation, two receptions, decorations, and the hostess staff. This was a new level of commitment by members on behalf of the Horatio Alger Awards Ceremony. Their example led to the creation of specific sponsorship opportunities for the following year’s awards events. The details were outlined in advance and members were actively encouraged to volunteer financial support.

AT THE TRADITIONAL ANNUAL CEREMONY IN COLUMBUS, OHIO, IN MAY 1979, THE COMMITTEE PRESENTED AWARDS TO:

Karl D. Bayes
Michael Bongiovanni
Curtis L. Carlson
Catherine Taft Clark
David C. Collier
Lee F. Flaherty
Joseph B. Kirshner
Azie Taylor Morton
Frank C. Nicholas
R. David Thomas
Harold Warp

AT THE “SATELLITE” CEREMONY IN MIAMI ON OCTOBER 31, 1979, THE COMMITTEE INDUCTED:

Shepard Broad
Nick A. Caporella
E. Y. Harburg
Carl N. Karcher
Jack LaLanne
Abraham Lincoln Marovitz
Joseph Robbie

More than 200 young people were guests of John Galbreath ('60) and Dean Jeffers ('55) at the 1979 Awards Induction Ceremony in Columbus, Ohio. Dean Jeffers greets one of the students.
The most important aspect of the Columbus events was the Horatio Alger Awards Committee’s initiative to reach out to large numbers of young people. During the day on May 18, 1979, the Horatio Alger Awards Committee hosted a career seminar for more than 300 youth at Nationwide Insurance headquarters. The costs were underwritten by Association Member Charles W. Lubin (’68) and speakers included members William E. C. Dearden (’76), Dean W. Jeffers (’75), Francine I. Neff (’76), and Herbert J. Stiefel (’75). The success of this seminar motivated the committee to agree to host similar events prior to all future awards ceremonies.

These career seminars would alternately be called “Opportunity Days,” “Horatio Alger Days,” and “Horatio Alger Youth Seminars.” The committee held two more that year in Columbus and Miami. In 1980, it hosted two Opportunity Days in Dayton, Ohio, and Detroit, Michigan, in conjunction with the 1980 awards events in Detroit. Attendance at the two events averaged more than 300 students. The committee finally had settled on a program that generated enthusiastic support from members, students, school administrators, and community leaders.

The success of the 1979 youth seminars caused these events to be a regular activity of the committee in reaching out to youth.
When it became evident that these events would be ongoing, Executive Director Helen Gray asked the board to hire a third staff person to oversee planning the seminars. The board asked William E. C. Dearden ('76) to inquire if his associate, Dr. John O. Hershey ('81) at the Milton Hershey School, might be willing to assist in this role. Dr. Hershey had shared his experience and insights in preparing for the first seminar, which was very successful. Dr. Hershey consented, and with his leadership, Opportunity Days became all-day events, often with participation of more than 1,000 students.

John W. Galbreath ('60) served as president from May 1980 to May 1981. During his tenure, noteworthy developments included discussions about creating a Silverspoon Award, a Young Entrepreneur Award, and having Horatio Alger chapters in each state. The Silverspoon Award was to be given to an American from an affluent background who had helped strengthen the free enterprise system and who had contributed to society. The Young Entrepreneur Award would be presented to encourage young people to start their own businesses. Member Francine I. Neff ('76) recommended having Horatio Alger state chapters to recognize individuals at the local level who fostered the free enterprise system. She initiated a pilot program in her home state of New Mexico to recognize teachers and media representatives who promoted free enterprise activities. While none of these ideas took firm root at that time, derivations of these concepts are evident today through the Association’s Friends of Distinction Program, the Alumnus of the Year Award Program and Graduate Grant Program, and through regional meetings and state scholarship programs supported by individual members in their respective states.

A NEW IMAGE AND A NEW NAME

During the May 1980 board meeting, a development that quickly bore fruit was the formation of a planning committee to establish goals for the organization. The planning committee was chaired by Ruth Stafford Peale ('77), and it included committee members R. David Thomas ('79), William E. C. Dearden ('76), and Carlos J. Arboleya ('76). At a board meeting in October 1980, the planning committee announced that it was “embarking on a new ‘image’ program,” which included an organizational name change, creation of a new logo and tagline explaining the organization’s mission, and a brochure defining the programs and purposes of the Horatio Alger Awards Committee. The committee received pro bono advice from Creamer, Dickson & Bashford Public Relations, the firm that oversaw public relations activities for the Hershey Foods Corporation.
At the board meeting on January 13, 1981, the board approved the recommendation for a new name for the organization—the Horatio Alger Association of Distinguished Americans, Inc., with the tagline, “Dedicated to the belief that the American way of achieving success still offers opportunity for all.” Following a special membership meeting held at the committee’s Rockefeller Center headquarters on April 1, 1981, documents were filed with the state of New York amending the articles of incorporation to reflect this new name. Later that year, the Association sought a copyright on its new logo.

The first brochure produced to promote awareness of the Horatio Alger Association. The cover included the Association’s new logo.

A SERIES OF “FIRSTS” MEET WITH SUCCESS

When John Galbreath ('60) declined to serve a second term as president, Dean Jeffers ('75) was elected to the post from May 1981 to May 1982. The Horatio Alger Awards events in 1981 were scheduled on May 15 in Hershey, Pennsylvania. There was some skepticism about attracting participants to a venue in a smaller town, but 1981 Awards Chairman William E. C. Dearden ('76), working with his associate Dr. John O. Hershey, generated a sold-out event. While Dr. Hershey ('81) was under contract to manage the awards ceremony, unbeknownst to him, he was also to be one of that year’s Horatio Alger Award recipients.

The 1981 awards were the first Horatio Alger events to be taped. The previous year, the board had signed an agreement with WITF-TV to produce a 60-minute documentary, which would air on 286 public broadcasting stations in prime time highlighting Horatio Alger, Jr., the Horatio Alger Association, and its members. Segments from the program were to be edited for use in classrooms and Horatio Alger Youth Seminars.

The Opportunity Day seminar held in Hershey was attended by more than 1,000 students. In addition to listening to addresses by Association members and community leaders, the students were given the first copies of the association’s new student newsletter, titled Putting It All Together. The board agreed to produce this newsletter on an ongoing basis with members sponsoring production of the various issues at a cost of $1,600 for 3,000 copies. Helen F. Boehm ('75) and Arthur Rubloff ('55) agreed to sponsor the first two issues.

In addition to the success of its student youth seminars, progress was being made in support of the 1979 initiative to establish Horatio Alger libraries in schools across the country. By 1981, 1,250 high schools had received copies of Only in America Opportunity Still Knocks, You Can if You Think You Can by Dr. Peale ('52), and Success Through a Positive Mental Attitude by W. Clement Stone ('63).

FIRST BOARD ELECTED BY THE MEMBERSHIP

When the Association amended its articles of incorporation to reflect its new name, it had also amended its by-laws to state that the membership would be responsible for the election of board members. The board would continue to elect officers. Therefore, on May 14, 1982, in conjunction with the awards ceremony in Dallas, Texas, the Association hosted its first annual membership meeting. The nominations committee presented a slate of board nominees and the membership voted its approval.

The first member-elected board consisted of: Carlos J. Arboleya ('76), Helen F. Boehm ('75), Edward E. Carlson ('75), W. W. “Foots” Clements ('80), William E. C. Dearden ('76), John W. Galbreath ('60), Thomas S. Haggai ('80), Zenon C. R. Hansen ('74), Dean W. Jeffers ('75), Harry A. Merlo ('80), Azie Taylor Morton ('79), Francine I. Neff ('76), Allen H. Neuharth ('75), Norman Vincent Peale ('52), Ruth Stafford Peale ('77), W. Clement Stone ('63), and R. David Thomas ('79).
Arthur Rubloff (‘55)

had a profound
influence on the
development of the
Horatio Alger
Association. He
committed to support
the organization when
it was in a weakened state. He is responsible for
the Horatio Alger bust being the Horatio Alger
Award. With his chairmanship of the 1977 awards
events in Chicago, the Horatio Alger Awards
Induction Ceremony became a major fund-raising
vehicle. He helped to initiate the Association’s
endowment fund, and he provided steadfast
leadership and financial support to the organization.
While the office of president rotated on an annual
basis, Dr. Peale (‘52) and Arthur Rubloff had been
providing continuity and stability for the
Association for many years in their respective roles
as general chairman and chairman. It was with
deep regret then that the board accepted Arthur
Rubloff’s letter of resignation from serving as
chairman due to health reasons during their
November 13, 1981, meeting.

1982 — THE 150TH ANNIVERSARY OF
HORATIO ALGER’S BIRTH

The year 1982 marked the 150th anniversary of the birth of
Horatio Alger, Jr. Since 1978, the Association had lobbied
the United States Postal Service for a commemorative stamp
in recognition of this occasion. On April 30, 1982,
Postmaster General William Bolger presented the first issue
of the Horatio Alger commemorative stamp (a 20-cent
stamp) in Willow Grove, Pennsylvania. The stamp featured
four boys from the Ragged Dick series. The Association
made sets of this limited edition first-day cover available to
members and friends at a cost of $10.

Ceremony in celebration of the new Horatio Alger, Jr., postage stamp. Members and
friends in attendance included (L to R): Edward Carlson (‘75), Harold Warp (‘79), Grace
Johnson, Herbert Stiefel (‘75), W. W. Clements (‘80), Frank Nicholas (‘79), John
Galbreath (‘60), Helen Gray (‘82), Carl Karcher (‘79), Azie Taylor Morton (‘79), Howard
Beaver (‘81), R. David Thomas (‘79), Mary Hudson, and William Dearden (‘76).

A first-day cover of the commemorative stamp.
L.D. Bell High School Hosts Horatio Alger Day

The next Horatio Alger Day seminar will take place on May 13th (9:00 a.m. - 5:00 p.m.) at L.D. Bell High School as one thousand high school students from fifty-two Dallas metroplex schools gather to hear Horatio Alger members speak and to ask questions about their careers and the world of business. The purpose of the seminar is to motivate students to the opportunities available under the American enterprise system.

SPEAKERS INCLUDE:

- **CARLOS J. ARBOLEYA**
  Vice Chairman/C.O.O.
  Barnett Banks of Miami

- **MARY KAY ASH**
  Chairman
  Mary Kay Cosmetics, Inc.

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- **DONALD R. BRANN**
  East-Bild
  Directions Simplified, Inc.

- **MARY C. CROWLEY**
  President
  Home Interiors and Gifts, Inc.

- **LEE F. FLAHERTY**
  President
  Flair Communications Agency

- **JOHN W. GALBREATH**
  Realtor/Owner
  John W. Galbreath & Co.

- **MORRIS L. HITE**
  Chairman/C.E.O./President
  Allcom, Inc.

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- **EDWARD A. HORRIGAN, JR.**
  Chairman/C.E.O.
  R.J. Reynolds Tobacco Co.

- **MARY HUDSON**
  Chairman/C.E.O.: President
  Hudson Oil Co.

- **DEAN W. JETTERS**
  General Chairman (ret.)
  Nationwide Insurance Co.

- **RAFER L. JOHNSON**
  Olympic Gold Medalist
  V. P., Community Affairs
  Continental Tel. Secc. Corp.

- **JACK LALANNE**
  Founder
  The Jack LaLanne Co.

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- **HERMAN WARDEN LAY**
  Chairman (ret.)
  PepsiCo, Inc.

- **ABRAHAM LINCOLN MAROVITZ**
  Sr. U.S. District Court Judge
  Northern District of Ill.

- **JOHN MILANO**
  President
  Resistol Hats

- **FRANCINE I. NEIT**
  Vice President
  Rio Grande Valley Bank

- **JOHN J. O'CONNOR**
  President (ret.)
  Miami National Bank

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- **PATRICK L. O'MALLEY**
  Chairman Emeritus
  Canteen Corporation

- **RUSSELL H. PERRY**
  Chairman/C.E.O.
  Republic Financial Services, Inc.

- **GILBERT F. RICHARDS**
  Chairman and Consultant
  The Budd Company

- **JOSEPH ROBBIE**
  President
  Miami Dolphins

- **LEE R. SOLLNABARGER**
  Chairman
  Transcon Lines
The 1982 awards events were chaired by W. W. “Foots” Clements ('80). More than 800 people attended the ceremony at the Fairmont Hotel in Dallas, Texas, on May 14, 1982. A Horatio Alger Opportunity Day was held the day before at the L. D. Bell High School in Hurst, Texas, with more than 800 students and teachers attending from 60 high schools in the Dallas area.
In May that same year, Executive Director Helen M. Gray resigned. An executive session of the board was called and they approved of awarding Helen M. Gray ('82) honorary membership in the Horatio Alger Association in recognition of her nearly eight years of dedicated service.

INTERIM LEADERSHIP — JOHN O. HERSHEY

Dr. Hershey ('81) agreed to serve as interim executive director overseeing the activities of the Association. During his six months in this role, Dr. Hershey led the search committee assigned to recommend a new executive director, clarified and refined work policies and legal documents for the Association, prepared for the 1983 awards events that were to be held in Pittsburgh, Pennsylvania, and worked with PBS on the “American Dreamers” mini-cassettes to be used in schools. The Association also commissioned Dr. Hershey, through his company Hershey-Gerlach Associates, Inc., to produce a study with recommendations of ways that the Association could help American youth.

During this transitional period, there was a rising groundswell of support among members for a scholarship program. George Cullum ('74) was so excited by the success of the Horatio Alger Opportunity Day held at L. D. Bell High School on May 13, 1982, that he initiated an essay contest with the topic being “The Horatio Alger Day was a significant experience in my life because…..” The winner received a $1,000 check, which was sent directly to his or her college of choice. Mary Tolerton Hood (the wife of Association member Clifford F. Hood ['54]) asked the Association to conduct an essay contest that she had devised. Lawrence A. Appley ('71) proposed giving a scholarship to the American Management Association in the Horatio Alger Association’s name. Board Member Azie Taylor Morton ('79) recommended that the next executive director conduct a study about creating a scholarship program.
At a board meeting in November 1982, Dean W. Jeffers ('75) was completing his second term as president of the Association. He would assume the office of chairman, Norman Vincent Peale ('52) continued in his role as general chairman, and John W. Galbreath ('60) became chairman emeritus. R. David Thomas ('79) had been elected to serve as president for the 1983–1984 term. Preparations were being made by Award Chairman Joseph Katz ('81) to host the 1983 Awards Ceremony in Pittsburgh, Pennsylvania. Because the city had a 25 percent unemployment rate at the time, there were doubts about support for the events, but they were a great success.

In addition to electing officers, the board introduced Love Smith as the Association’s new executive director. She would serve as executive director of the Horatio Alger Association from 1982 to 1988.
THE FORMATION OF HORATIO ALGER SCHOLARSHIPS

At the membership and board meetings held in Pittsburgh, Pennsylvania, in May 1983, participants reviewed recent progress, including the redesign and new name of the student newsletter, *The Torch*. Information was also conveyed about a newsletter for members called *The Flame* that would be generated quarterly to provide information about the programs and plans of the Association.

Later that month, Dr. Hershey (‘81) submitted his educational report to the board. The report noted that the Horatio Alger Association’s annual youth days in affiliation with the awards events were tremendously successful, but that the Association needed a youth program that was national in scope reflecting the broad diversity of its members and its national outreach. Recognizing the impossibility of assisting all young people, the report recommended reaching out to young leaders through national and state educational organizations. The report also recommended the development of a national competitive scholarship program to recognize “student achievement in the face of obstacles—a Student Horatio Alger Award.”

Scholarships equal to one year’s tuition costs and expenses ($5,000 – $10,000) will be awarded to junior high-school students exemplifying Horatio Alger characteristics, who have the desire and ability to succeed, but are handicapped by financial limitations. Participation in worthwhile school activities and community service would be considered.

Scholarships would be available only to students whose schools had at least 1,000 students participating in an Association-sponsored Horatio Alger Day. Only one scholarship would be awarded from each qualifying school. On the basis of this year’s scheduled speaking engagements, 10 scholarships would be given. Students would initially apply for a Horatio Alger scholarship through their school administrators. Host school principals would then be responsible for evaluating applicants and recommending three finalists to the Association for final judging by a special scholarship committee. Winners would be the guests of the Association at the Horatio Alger Awards dinner at which time they would be presented with a check.

With a travel theme, the 1984 Members Reunion included a reception hosted around Howard Hughes’ Spruce Goose airplane in Long Beach, California.
In 1984, the Association presented seven students with Horatio Alger National Scholarships valued at $5,000 each. The following year, it presented 20 scholarships. During these early years, the recipients were flown to the Horatio Alger Awards Ceremony and were hosted to sightseeing and cultural events as well. The 1984 Horatio Alger Awards events were held in Los Angeles, California, and chaired by Carl N. Karcher (’79). In 1985, the awards events returned to the Waldorf-Astoria in New York City. To conclude these events, President R. David Thomas (’79) hosted a President’s Breakfast the morning after the ceremony for award recipients, board members, and the scholarship recipients. The scholars were required to provide remarks for two minutes about what the scholarship meant to them. In 1986, during the presidency of John W. Rollins, Sr. (’63), the President’s Breakfast was opened to all members, spouses, and guests. (In the mid-1990s, the President’s Breakfast was renamed the Breakfast Saluting the National Scholars.) In the first two years, the $5,000 scholarship checks were made out and presented directly to the students as they prepared to return home. Thereafter, the board voted to send the funds to the recipients’ colleges of choice.

The 1984 charter class of national scholars included (seated L to R) Susan M. Gerhard, Jayna L. McQueen, Julie M. Jones, Pamela J. Saunders, Sonya Y. Bell, and (standing L to R) Ray L. Brooks and Jeffrey B. Schreiber

REMEMBRANCES FROM 1985 NATIONAL SCHOLARS

On being notified about receipt of the National Scholarship:

“One day I was called to the principal’s office, a place I never went, and I was stunned by the phone call telling me I was chosen for the scholarship. I was honored and proud.”

—Elizabeth Buehler

“I was stunned to get all the information… not only a substantial scholarship, but a trip to New York… where I would need a formal gown! I walked back to class in a fog; I was floating.”

—Patricia Oehring

Recollections about the President’s Breakfast:

“The small gathering made the whole experience seem more real and much more personable. Those who listened to our speeches made me feel like I was someone important.”

—Amy Gordon Brunswick

“Here were busy, successful, important people, taking time out to spend with us and to listen to us! We were all in tears by the end, and I felt so confident and inspired going home from that event.”

—Patricia Oehring

Recollections about riding to the airport to catch return flights home with the $5,000 scholarship checks in hand:

“We joked at the time about the amount of money that was riding around in the limo with a bunch of kids.”

—Elizabeth Buehler
Elizabeth Buehler is a board certified genetic counselor in private practice doing prenatal genetic counseling.

Amy Gordon Brunswick earned a bachelor’s degree in political science from the University of Illinois. She lives with her husband of 15 years and is busy raising an 11-year-old daughter and 9-year-old twin sons.

Patricia Oehring practices medicine as a pediatric intensivist in the Pediatric Intensive Care Unit at Children’s Hospital of Austin in Austin, Texas.

Between September 1983 and May 1984, Association members were scheduled to speak before 12,500 students. Schools were offered a choice of five programs on different topics lasting from 30 minutes to two and a half hours, or the full-day seminar, which the Association held only once a year during the awards events. By October 1985, it became necessary for the Association to hire a new staff person to assist with the numerous Horatio Alger Days seminars sponsored around the country. In 1986, the Association awarded 20 scholarships, and 23 in 1987. The 23 Horatio Alger Day seminars in 1987 were attended by more than 31,000 junior and senior high-school students. Participants received copies of the Association’s student newsletter and the Only in America Opportunity Still Knocks books. As the Association steadily expanded its outreach to young Americans, members recognized that additional revenue sources were necessary.

From 1984 on, the Association’s actions have been based on a bi-part mission to recognize outstanding Americans and to help young people achieve a better future through support of their college studies. The advent of Horatio Alger Scholarships required and justified the need for additional revenue, and the subsequent increases in revenue have enabled the Association to continually expand its outreach to young people through scholarships and other educational activities.

When W. W. “Foots” Clements (’80) was appointed as chairman of the endowment fund in 1983, the Association had been directing revenue to three different funds: the general or operating fund, the endowment fund, and the memorial fund. With the addition of youth seminars and scholarships, W. W. “Foots” Clements quickly realized that the need for operating funds was more pressing than increasing the endowment fund. As Arthur Rubloff (’55) and several others before him had done, W. W. Clements recommended that members should pay annual dues to support the Association. The board seriously considered this proposal, but it ultimately determined that members should be solicited annually for support on a voluntary basis.
In May 1985, W. W. Clements (’80) was able to raise $113,000 for operating expenses in response to one mailing to the membership. However, members wanted to know if their contributions were supporting operating or educational activities. A recommendation was presented to establish a fund solely to support scholarships. To initiate the new scholarship fund, Harry A. Merlo (’80) and Manfred Steinfeld (’81) each pledged $100,000 over a four-year period.

By October 1985, the Association had a total of $1,070,545 in its four funds (general, endowment, scholarship, and memorial funds). This was a milestone, for it was the first time that the total had surpassed the $1 million mark. At that time, the board voted to create two scholarship funds. There would now be a scholarship endowment containing large gifts, such as those from Harry A. Merlo (’80) and Manfred Steinfeld (’81), and a “current scholarship fund.” It was further agreed to abolish the memorial fund established by Zenon C. R. Hansen (’74), and to roll its $83,329 into the new scholarship endowment. Interest from the scholarship endowment could be used to support current scholarships, but not the principal. To increase the current scholarship fund, John W. Rollins, Sr. (’63), suggested creating a “$50,000 Club,” where participants would agree to support two scholarships ($10,000) a year for five-years. John W. Rollins, Sr., and Edward Horrigan, Jr. (’81), initiated this new club with pledges of $50,000.

Other fund-raising endeavors during this period included Sail for Students cruises sponsored by the Association for members, spouses, and friends. The first cruise was to the Caribbean aboard the Sea Cloud yacht during the week of February 25, 1984. It generated more than $52,000 in scholarship support. Another cruise was scheduled in 1985 to the Greek Isles. Terrorist activities in Athens at the time led to many cancellations, but the cruise still generated $42,000 in educational support.
Funds generated from the annual Horatio Alger Awards events steadily increased. Arthur E. Imperator, Sr. (’82), served as the awards chairman of the 1985 awards events at the Waldorf-Astoria Hotel on May 10, 1985. Events included a welcome reception at the apartment of Agnes and Joseph M. Katz (‘81) in the Hotel Pierre, a Horatio Alger Day for students, followed by the members reunion and recipients introduction party aboard Arthur Imperatore’s yacht. More than 1,300 people attended the dinner ceremony at the Waldorf-Astoria. Profits from the awards dinner had exceeded $100,000 on only two occasions: $104,837 in 1979, and $179,188 in 1984. The 1985 events generated a net profit of $362,946, with generous donations from Arthur Imperatore and Bernard Castro (‘63).

To encourage ongoing support and involvement by members, the 1985 *Only in America* book included a section featuring anniversary class members (members who were celebrating their 10th, 20th, 30th year of membership in the Association that year). The book was dedicated to Norman Vincent Peale in honor of his service to the Association and in recognition of his retirement from the Marble Collegiate Church in 1984, where he served as pastor for more than 52 years.
A LEADER BY EXAMPLE

In May 1985, John W. Rollins, Sr. (’63), succeeded R. David Thomas (’79) as president of the Association. Since his induction in 1963, John Rollins, Sr., had quietly provided financial support to the Association over the years, particularly helping to ensure its continuation during the difficult transitional period in the early 1970s. However, he did not join the board until 1984. Rollins, leading by example, continued to provide generous financial support to the Association and demonstrated a deep and abiding commitment to its young scholars. He strongly encouraged members to participate in Horatio Alger Youth Seminars and could always be counted on to assist students with special needs.

The 1986 awards events were scheduled in Houston, Texas, which was experiencing a financial slump at the time. There was talk of lowering the awards dinner ticket price from the previous year’s $350 a seat, but John Rollins, Sr. (’63), thought that would set a bad precedent. The 1986 Horatio Alger Awards events were a success with leadership from Awards Chair Venita VanCaspel Harris (’82), along with strong support from John Rollins, Sr., and his brother and fellow Association Member O. Wayne Rollins (’86) who flew in more than 200 participants.

In 1987, the awards events returned to Chicago, Illinois, ten years after Arthur Rubloff (’55) had successfully conducted the 30th anniversary events there. The awards chairman was Manfred Steinfeld (’81), and the events continued a steady progression, each year generating more revenue for the Association than previous ones.
1988 Awards Induction Ceremony in Washington, D.C., (L to R): Kathy Lee and Frank Gifford, Edward A. Horrigan ('81) at podium, John W. ('63) and Michele Rollins
Certain years are pivotal in the development of individuals and organizations. Such a year for the Horatio Alger Association of Distinguished Americans was 1988.
The Horatio Alger Awards events that year were initially scheduled to be conducted in New Orleans, Louisiana. When it became necessary for Patrick F. Taylor ('86) to relinquish serving in the role as awards chairman due to other commitments, Edward A. Horrigan, Jr. ('81), with support from his company RJR Nabisco, agreed to serve as awards chairman and to host the events in Washington, D.C. The awards events were such a great success, they have been held in Washington, D.C., ever since.

During his tenure as chairman of the 1988 and 1989 Awards event, Edward Horrigan with assistance from his colleagues at RJR Nabisco created a new logo for the Horatio Alger Association that is still in use at the present time.

Following the 1988 awards events, the board convened for their annual meeting. The major order of business was to accept the resignation of Love Smith, effective June 17, 1988. During her six-year tenure, the board of the Association had restructured its accounting procedures, generated new fund-raising vehicles, reached out to thousands of students through youth seminars, and initiated its National Scholarship Program.

Edward ('81) and Betty Horrigan talk with award recipient Carol Burnett at the 1988 events.
A NEW LOCATION AND A NEW EXECUTIVE DIRECTOR

In order not to lose momentum, a search committee to appoint a new executive director was formed composed of John W. Rollins, Sr. ('63), Thomas S. Haggai ('80), and W. W. “Foots” Clements ('80). Mention was made of relocating the Association's headquarters to the Washington, D.C., area, and Terrence J. Giroux's name was put forth as a possible candidate for the executive director position. John Hershey ('81) recommended Terry Giroux for the job. They had met when Terry Giroux was the director of student activities at the National Association of Secondary School Principals and Dr. Hershey was head of the Milton Hershey School. In intervening years, Terry Giroux had been serving as head of Presidential Classroom, an organization that conducts educational seminars about American history and government for high school students and teachers. Terry Giroux accepted the position as executive director of the Horatio Alger Association, effective August 1, 1988. He continues to serve in this post at the present time.

While the Horatio Alger Association had been based throughout its entire history (more than 40 years at this point) at the Rockefeller Center in New York, there were several reasons to consider relocation. The Association's headquarters had consisted of two offices with a common foyer. Following the death of Kenneth Beebe ('47), one of these offices was used by Florence Meade Puzon to run the American Schools and Colleges Association until she retired in 1983. That left one office for the Horatio Alger Association's use initially by President Cecil Baker and by subsequent executive directors, with the foyer shared by both organizations. The Rockefeller Center continued to be prime real estate in Manhattan. As fees for space at the center continued to rise, members such as Arthur Rubloff ('55) would often underwrite these expenses, and then Gustav Eyssell ('56), during his tenure as president of Rockefeller Center, made special contractual arrangements to benefit the Association. However, with the expanding educational activities and with a larger, more involved membership, the Association needed additional staff and increased cost-effective office space. The board determined to relocate the Horatio Alger Association's headquarters to Alexandria, Virginia.

As hoped, the transition of executive directors did not interrupt the Association's forward momentum. At a board meeting in Washington, D.C., on October 3, 1988, W. W. “Foots” Clements ('80), who had assumed the presidency in 1987, announced the creation of a new handbook for board members. Chairman John W. Rollins, Sr. ('63), reported that the $50,000 Club now had 12 members with a goal of 20 members. Thomas S. Haggai ('80) reported on activities of the candidate recommendation committee, which coordinated nominations for membership in the Association. And Edward A. Horrigan, Jr. ('81), agreed to serve a second year as awards chairman.

The board of directors determined that the Association's new headquarters would be based at 99 Canal Center Plaza in Alexandria, Virginia. They also approved renaming the membership magazine, The Executive Forum, with a tagline of “An Investment in America’s Future.”
THE PASSING OF NORMAN VINCENT PEALE

Sadly, 1988 marked the last full year in which Norman Vincent Peale (’52) served as general, national, or honorary chairman of the Horatio Alger Association (the titles were used interchangeably). Dr. Peale had retired from the Marble Collegiate Church in 1984 at age 86, and had scaled back on his other involvements as well. In 1988, he was 90 years of age. While he would continue to serve in an advisory capacity and write personal notes of welcome to the new members, he felt confident at this point that the Horatio Alger Association of Distinguished Americans was firmly established and that it was being ably led by dedicated members.

At the board meeting on May 20, 1989, John W. Rollins, Sr. (’63), was elected as the new national chairman, with W. W. “Foots” Clements (’80) as chairman, Charles R. “Red” Scott (’84) as the new president, and Harry A. Merlo (’80) as the executive vice president. The formal transition of Dr. Peale from the position of national chairman was not formally noted at that time. Perhaps this was because of his long history with the Association and the great respect he commanded among the members—in their minds he would always be the Association’s leader as long as he lived.

Dr. Peale (’52) died on Christmas Eve in 1993 at the age of 95. The 1994 Horatio Alger Awards Ceremony included a reception at the Association’s headquarters as a tribute to his memory. Dr. Peale was honored posthumously, along with his wife Ruth Stafford Peale (’77), for their devotion to the Horatio Alger Association. At the reception, Ruth Peale was presented with a leather-bound edition of the 1994 Only in America book. In the book’s dedication, James R. Moffett (’90), the Association’s president and CEO at the time, noted:

It is with deepest sorrow and regret that we mourn the passing of Dr. Norman Vincent Peale late last year. As leader of the Association for 25 years, Dr. Peale guided us through our formative and most challenging period with his positive and uplifting energy, outlook, and spirit. Dr. Peale embodied not only the essence of the Association, but of America. His ministry and writings inspired millions of people throughout the world to believe in their own talents and abilities, to shake off the shackles of self-doubt and societal circumstances, to dare to dream, and to live with dignity.

In 1996, the Horatio Alger Association created the Norman Vincent Peale Award—its highest honor—to be presented annually to a member who has made exceptional humanitarian contributions to society, who actively participates in the work of the Association, and who continues to demonstrate courage, tenacity, and integrity in the face of great challenges. Recipients of the Peale Award are required to have been members of the Association for a minimum of ten years.
RECIPIENTS OF THE NORMAN VINCENT PEALE AWARD

1996
Leonard L. Farber ('85)

1997
Entire Membership of the Horatio Alger Association in celebration of its 50th anniversary

1998
W. W. “Foots” Clements ('80) and John W. Rollins, Sr. ('63)

1999
Harry A. Merlo ('80)

2000
James R. Moffett ('90)

2001
Thomas S. Haggai ('80)

2002
Charles “Red” Scott ('84)

2003
Ed McMahon ('84)

2004
George L. Argyros ('93)

2005
Richard L. Knowlton ('92)

2006
John O. Hershey ('81)

2007
Entire Membership of the Horatio Alger Association in celebration of its 60th anniversary
ACTIONS IN SUPPORT OF THE HORATIO ALGER SCHOLARS

Thirty-one youth seminars were scheduled for 1989, correlating with the awarding of 31 Horatio Alger National Scholarships. To assist the Association in its youth activities, a network was being built of educational volunteers across the country. These volunteers became known as Horatio Alger field directors. By 1990, the Association would have a field director in every state. The volunteers enabled the Association to conduct programs and to award scholarships nationally. Later, they also would also serve as volunteer staff during the Association’s student conferences and annual awards events.

That year also marked the creation of the national scholarship selection committee, chaired by John O. Hershey (’81) and composed of Mary Kay Ash (’78), R. David Thomas (’79), and Eric A. Walker (’59). While scholarship committee members would change, Dr. Hershey served as the committee chairman from 1988 to 2006 — more than 18 years.

At the October 1988 meeting, board members were informed about plans for the first National Scholars Conference that would be held, in 1989, in conjunction with the annual awards events. Since 1984, scholarship recipients had been included in the events, but there was not a formal educational program. The new National Scholars Conference was described as an “educational program highlighting the American free enterprise system with in-depth seminars on the executive, legislative, and judicial branches of our government.”
CONTRIBUTIONS OF HORATIO ALGER VOLUNTEERS

Since the beginning of its work with young people, the Horatio Alger Association has relied on the efforts of volunteers who believe in the mission of the Association and generously give their time, energy, and expertise to ensure its success. The volunteers recruited by the Association are teachers, administrators, and academic professionals from all regions of the country who daily work with our nation’s youth in their own communities.

Traditionally, volunteers have assisted the Horatio Alger Association in three ways: serving as spokespersons or “field directors” for the Association in their respective states and the academic community; staffing the annual National Scholars Conference and Horatio Alger Awards activities in Washington, D.C.; and finally, serving as members of the Horatio Alger National Scholarship Selection Committee. In recent years, volunteers have also played important roles at Association board meetings and Alumni Association activities.

The position of Horatio Alger field director was established in 1988 as the Association recognized its need for articulate liaisons to the academic community. The spring 1989 edition of the Forum described the new position:

... Field directors, who will work without compensation, have a strong commitment to the theme and purpose of the Association. Their principal duties will be to help select the high schools that will sponsor Horatio Alger Days, to assist in implementing the new nationwide scholarship program, and to serve as spokespersons for the Association in the education community. Eventually, each state will have a Horatio Alger Association field director.

By September 1990, the Horatio Alger Association had appointed field directors in all 50 states. In the years that followed, the responsibilities of field directors expanded to include direction of the National Scholars Conference and support of the Association’s annual awards activities.

The National Scholars Conference as it exists today would not be possible without the committed work of the Association’s volunteers. In addition to providing vital supervisory and logistical support, volunteer staff members mentor the national scholars and provide vital encouragement and moral support frequently missing in their lives at home. As educators, the volunteers are uniquely qualified to help prepare the national scholars for the many changes and challenges they will face in their upcoming transition from high school to college. In recent years, feedback from national scholar alumni about their experience at the National Scholars Conference has shown that volunteer staff members make an immensely positive and lasting impact on the national scholars during their brief stay in Washington.

In addition to their hands-on role at the conference, many staff members volunteer their time each year to serve as members of the Horatio Alger National Scholarship Selection Committee. This committee gathers in Washington, D.C., each December to read—one by one—the eligible scholarship applications submitted to the Association. This meeting culminates in the selection of the Association’s national scholarship recipients for that year. As a result, the National Scholars Conference in April has proven to be an equally special time for volunteer staff as they meet and congratulate the students they had recommended a few months earlier.

The Horatio Alger Association is grateful to all of the individuals who have volunteered their time and energies over the years in support of its programs and outreach to America’s young people.
By the early 1990s, the Horatio Alger Association had established a solid foundation, and its members were looking confidently to the future. During this decade, the organizational structure experienced only minor changes and objectives for the Association remained constant. What is noteworthy is the extensive progress and rapid expansion of the Association’s new and existing programs.

Andrew W. Mellon Auditorium was the site of the dinner in celebration of the Association’s 50th Anniversary during the 1997 awards events.
HORATIO ALGER SCHOLARSHIP ACTIVITIES IN THE 1990s

The Horatio Alger Association awarded 30 national scholarships in 1988 and 31 in 1989. The goal set for 1990 was to award 51 scholarships—one in every state and the District of Columbia. Financially, this represented a $100,000 increase in scholarship support, from $155,000 in 1989 to $255,000 in 1990. With increasing financial support from the annual awards events, the $50,000 Club, and membership drives, the Association met this goal. The board then set a new goal to award two national scholarships in every state and the District of Columbia by 1997—the year of the Association’s 50th anniversary.

As in the past, scholarships were presented during Horatio Alger Youth Seminars at the recipients’ high schools, which often featured Horatio Alger members as guest speakers. By 1995, more than 500,000 students had participated in Horatio Alger Youth Seminars—more than 80,000 students would participate in youth seminars that year alone.
Targeted Scholarship Support from Members and Other Organizations

For the first time in 1991, individual members provided national scholarships targeted to specific students. Association Member Zachary Fisher ('90), founder of the Intrepid Sea, Air and Space Museum, sponsored five national scholarships for students who were dependents of active military personnel, and Harold Toppel ('66) designated support for two students representing Puerto Rico and the Virgin Islands. Zachary Fisher sponsored scholarships for five years at a cost of $125,000, and Harold Toppel would continue to support scholarships for students from Puerto Rico and the Virgin Islands through 2000.

The number of scholarships sponsored by individual members and organizations continued to increase. The following list provides a snapshot of the sponsors of designated scholarship support in 1996, which totaled more than $470,000.

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<th>Sponsor</th>
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<td>James R. Moffett</td>
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</tr>
<tr>
<td>Albert A. Robin Foundation</td>
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<td>John W. Rollins, Sr.</td>
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</tr>
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<td>O. Wayne Rollins Foundation</td>
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</tr>
<tr>
<td>Manfred Steinfeld</td>
<td>$5,000</td>
</tr>
<tr>
<td>Harold Toppel Foundation</td>
<td>$10,000</td>
</tr>
</tbody>
</table>

Helen Gray ('82), Mary Crowley ('78), and Venita Van Caspel Harris ('82), with other members at L. D. Bell Horatio Alger Day.

Charles R. Scott ('84)

John W. Rollins ('63)
By the 1997–1998 academic year, the total value of specialized scholarships had increased to $550,000.

Other organizations were also choosing to channel assistance to young people through programs administered by the Horatio Alger Association. In 1995, Association Member Mary Kay Ash ('78) selected the Horatio Alger Association to administer a $100,000 scholarship program sponsored by Mary Kay Cosmetics. The Association administered the Horatio Alger Mary Kay Scholarship Program until Mary Kay Ash passed away in 2001.

In 1995, the Association also received a $147,000 grant from the Feinstein Foundation to administer a humanitarian awards program for youth. In 1997, the Association presented the first Horatio Alger–Louis Feinstein Enriching America Awards. The awards, which were accompanied by a $1,000 government savings bond, were presented to 200 high school sophomores and juniors each year based on application essays the students wrote about their involvement with community service projects.

Generalized scholarship support from individual members and organizations included a gift of $75,000 from Ruth Fertel ('95), which was raised from the proceeds of the 30th anniversary celebration of Ruth’s Chris Steak House. The International Association of Businesses (IAB) encouraged its 35,000 members to donate a portion of their membership fees to the Association. In February 1991, the Association received an $18,000 check from the IAB.

Members also devised other ways to assist students. In 1991, James R. Moffett ('90) initiated the James R. Moffett Special Assistance Grants. These $500 grants were to support incidental expenses incurred by students at the start of the school year. The only requirement was that the students had to write Mr. Moffett a letter providing updated information about their activities. This helped to track students’ progress, and it encouraged them to stay in touch with the Association. James Moffett continued to sponsor the program until 1998.
Since the program’s inception in 1984, national scholarship recipients had been selected from among three students recommended by principals at the schools hosting Horatio Alger Youth Seminars. In 1994, Board Member S. Truett Cathy (’89) recommended that the Association should provide secondary scholarships valued at $500 to the two runners-up during each Horatio Alger Youth Seminar. This way all three students under consideration would be winners at varying levels. He pledged $5,000 to support these scholarships, which became known as student achievement awards. Maya Angelou (’92) matched his pledge, and J. B. Fuqua (’84) pledged $15,000 a year in support. The board initially approved this recommendation and voted to provide any additional support necessary. However, in 1995 it reversed this decision in order to focus on the goal of awarding two national scholarships in every state by 1997. In 1998, after the successful attainment of this goal, the board once again approved awarding $500 scholarships to the two finalists during each Horatio Alger Youth Seminar.

That same year, American Family Enterprises, working closely with Ed McMahon (’84), provided funding for the Association to present “state scholarships” valued at $1,500 to one of the two finalists in the national scholarship review process. State scholarships were an intermediate award between the national scholarship at $5,000 and student achievement awards at $500. As the term “state scholarships” took on new meaning at the end of the decade, scholarships for finalists were renamed national finalist awards and were valued uniformly at $1,000 a piece.
Collegiate Partners Program

Dr. Arthur E. Turner (‘81), founder of Northwood Institute (now Northwood University), announced that beginning in the 1990–91 school year, national scholars attending Northwood Institute would receive an additional $2,000 scholarship. In future years, Dr. John R. Silber (‘92), president and chancellor of Boston University, and other members affiliated with colleges, would enact similar policies to generously assist Horatio Alger national scholars.

These efforts led to the formation of the Collegiate Partners Program in 1995. Dr. Silber was instrumental in the creation of this program and in enlisting the first 30 partner colleges and universities. The Collegiate Partners Program, which continues today, is composed of a network of colleges and universities across the country that agree to provide additional scholarships and non-loan financial aid support to Horatio Alger scholars. The purpose is to enable scholars to complete their college studies with minimum debt. To advance the program, in 1997 Julia and George L. Argyros (‘93) funded a two-year fellowship for an educator to work at the Association’s headquarters to promote and administer the Collegiate Partners Program. This resulted in more than 300 colleges and universities agreeing to serve as Horatio Alger collegiate partners. Maintaining the strength of the Collegiate Partners Program continues to be an ongoing objective of the Association.

Internship and Placement Programs

The Horatio Alger Association created an internship program in 1989. In 1993, at the start of his tenure as the Association’s president and CEO, James R. Moffett (‘90) noted that 12 corporations agreed to host interns and 32 students applied for these opportunities. Soon thereafter, the program was expanded to include job placements as well to assist national scholars upon completion of their college studies.

RECOLLECTIONS ABOUT THE START OF THE COLLEGIATE PARTNERS PROGRAM

After I attended Bob Brown’s induction [in 1990] at which I became acquainted with the purposes of the Horatio Alger Association, I wrote to Bob Brown to suggest that Boston University could be of greater help to the Association by providing scholarship aid to one Horatio Alger scholarship recipient each year. I pointed out that $5,000 did not go very far in assisting these worthy students. But if Boston University and several other universities assisted these students in securing state and federal aid and provided university funds to cover all of the tuition for four years, the Horatio Alger fellows could graduate free of debt.

Bob Brown passed on my suggestion to several members of the Association, and some, including the Reverend Robert Schuller, wrote me to express their support of the idea. In 1992, I was inducted into the Horatio Alger Association, and thereafter had the opportunity as a member not only to serve on the selection committee of the Horatio Alger fellows, but also to develop a serious plan for the establishment of a national program of universities and colleges committed to covering the costs of one or more Horatio Alger scholars. When I was informed that I could proceed, I wrote hundreds of college and university presidents, and other members of the Horatio Alger Association followed suit by writing college and university presidents in their states to urge their participation in this program. It provided to be a successful idea and greatly leveraged the program to the great benefit of the students selected to participate.

—Dr. John R. Silber (‘92)
President Emeritus
University Professor of Philosophy & Law
Boston University
The Annual State of Our Nation’s Youth Surveys

Terry M. Giles (’94) was appointed as vice chairman of the national scholarship selection committee in 1995. Giles served in the post until 2006 when he became chairman of the committee upon John Hershey’s (’81) retirement. In addition to assisting with the selection of scholarship recipients, Terry Giles, through his foundation, committed $20,000 for the Horatio Alger Association to sponsor a national survey among teenagers to learn about their thoughts, concerns, and motivations. This first survey, which was co-sponsored with the National Association of Secondary School Principals, was called The Mood of American Youth. Additional sponsors included the Ford Motor Company Fund and the Marion Foundation. The survey, whose name was changed the following year to The State of Our Nation’s Youth, has been conducted by the Horatio Alger Association for ten years. Results of the survey are used by educational organizations, teachers and others who are concerned about the well-being of American teenagers. The survey has helped the Horatio Alger Association become a leading resource of information about today’s young people. Starting in 2008, the survey will be conducted on a biennial basis.

Awards for Individual Excellence

In 1996, the Association expanded its scholarship outreach to include awarding scholarships to two students in Jamaica. Funded by John W. Rollins, Sr. (’63), the Horatio Alger-John W. Rollins, Sr., Jamaica Scholarship Program also supported the Jamaican students’ attendance at the National Scholars Conference in Washington, D.C.

That same year marked the initiation of the John W. Rollins, Sr., Distinguished Alumnus of the Year Award Program to annually recognize an outstanding Horatio Alger national scholar who has completed his or her academic studies and has distinguished themselves through their careers and service to their community. This award was named in honor of John W. Rollins, Sr. (’63), in recognition of his outstanding contributions to the American free enterprise system, for his commitment to the education of young people, and for his devotion to the Horatio Alger Association. The first Horatio Alger Alumnus of the Year Award was presented in 1997 to Anita M. Glenn-Reller, from the national scholars class of 1990. In addition to the award, recipients were able to designate a charity to receive a $5,000 grant from the Association. Alumnus of the Year recipients traditionally have participated in the annual Horatio Alger Awards events the year they receive the award. This enables Association members to witness how their support, “an investment in America’s future,” is helping to change the lives of young people. In 2004, the 20th anniversary of the National Scholarship Program, the Alumnus of the Year Award increased to $10,000. Recipients may now use these funds to pay school loans, for continuing education, or as a grant to the recipient’s high school alma mater.

In addition to recognizing outstanding alumni, in the 1990s, the Association saluted educators and schools of excellence. In 1991, the Association initiated the Horatio Alger Educator Award to honor an outstanding educator who promoted excellence in education and who was dedicated to helping his or her students. The award was accompanied by a $5,000 grant for use in professional development. Schools hosting Horatio Alger Youth Seminars were eligible to nominate candidates for the award during the year following the seminar.
ALUMNUS OF THE YEAR
AWARD RECIPIENTS
1997–2007

1997 Anita M. Glenn-Reller ('90)
1998 Beverly Dale ('89)
1999 Patricia Oehring ('85') and Monique Summers ('91)
2000 Amy Miller ('91)
2001 Denise Tuttle ('93) and Clint Elcan ('95)
2002 Mary Fader Saville ('03)
2003 Arcelia Noriega Miller ('94)
2004 Scott D. Hanna ('98)
2005 Mia Bautista ('94)
2006 Crystal Grace Petersen ('98)
2007 Hema S. Mohan ('92)

In 1998, the Horatio Alger Association awarded its first School of Excellence Award to Tok High School in Tok, Alaska. Recipients of this honor were selected from high schools that had hosted a Horatio Alger Youth Seminar the previous year. The award was designed to recognize the outstanding commitment of a school’s faculty in providing a nurturing environment and excellent education to its students. Recipients of the award also received a $5,000 grant to support educational programs. Tok High School, located in a remote part of Alaska, used the grant to start a fine arts program for its students.

Nineteen ninety-eight also marked the initiation of the Senior-Year Grants Program sponsored by Julia and George L. Argyros ('93). Financial aid traditionally decreases as students progress through college. To counterbalance this decrease and to motivate scholars to stay the course to graduation, grants of $1,000 were provided to seniors who had maintained a “B” average.

Grants for Graduate Studies

The following year, the Association expanded the scope of its educational mission with the creation of the John Pappajohn Entrepreneurial Graduate Grant Program. Funded by John Pappajohn ('95) and his wife, Mary, these scholarships assist national scholars who are pursuing graduate studies in the field of business and entrepreneurship. The types of degree programs that are applicable under this program have greatly expanded in recent years.

Educational Advisory Council

As the Association's educational programs increased, the assistance of professional educators from other organizations was enlisted in 1998 through the creation of the Educational Advisory Council. The council was composed of leaders of recognized educational organizations that had demonstrated a commitment to improving educational opportunities for youth in America. Council members were regularly provided with information about the Association's educational programs and their advice and recommendations were sought in the development of new programs.
Initiation of Horatio Alger State Scholarship Programs

One of the most momentous developments in the evolution of the Horatio Alger Association's educational programs came at the close of the decade. For several years, Richard L. Knowlton ('92) had recommended that the Association develop state scholarship programs targeting scholarships to students in specific states. In 1999, Suzanne and Walter Scott, Jr. ('97), announced that they wished to fund scholarships through the Horatio Alger Association to young people in their home state of Nebraska. The Horatio Alger Nebraska Scholarship Program would be funded for four years (2000–2003) and would provide 100 scholarships each year valued at $2,500 to young Nebraskans. Similar to the National Scholarship Program, the review criteria included critical financial need, strength of character in the face of adversity, integrity, involvement in co-curricular activities, a minimum GPA of 2.0, and United States citizenship. Mr. and Mrs. Scott hoped that their program would serve as a model for other state scholarship programs. Their hopes would be fulfilled in the next century.

FISCAL AFFAIRS

Between 1989 and 1990, the Association hosted 51 Horatio Alger Youth Seminars and awarded scholarships in every state and the District of Columbia (51 scholarships). This represented a 65 percent increase in several line items in the 1990 budget. To achieve the goal, Association members focused on fund-raising with a new intensity. In the early 1990s, the Association obtained support through four channels: the annual awards events, the $50,000 Club, the wills and bequests committee, and the annual membership campaign.

Horatio Alger Awards Events

Since the mid-1970s, the awards events have been the Association's main source of revenue. Under the leadership of various members serving as the annual awards chairman, the Association has steadily raised more and more funds each year.

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</tr>
<tr>
<td>1999</td>
<td>$4,071,560</td>
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</table>

To track and encourage support, in 1995 the Association started issuing weekly revenue reports to the board and new members, which listed donors and their contributions. Members and friends were also encouraged to support the awards chairman by serving as vice chairmen. In 1991, individuals became vice chairmen by agreeing to purchase one $10,000 table or two $5,000 tables. By 1996, a $25,000 contribution designated one as a vice chairman. By 1997, there were three possible levels for vice chairman based on contributions of $100,000, $50,000, and $25,000.

At the 1992 Horatio Alger Awards events, table levels were:

- $5,000 Purchase one table
- $10,000 Purchase of a table plus sponsorship of a $5,000 scholarship
- $25,000 Purchase of a table and sponsorship of four $5,000 scholarships

In 1994, the highest table level was increased to $50,000. By 1997, the level had risen to $100,000. In 2006, the highest tables at Horatio Alger Awards events sold for $150,000.

Another source of income for the Horatio Alger Association in the 1990s was generated by the taping and broadcast of the annual awards events. While more information about this is provided in the public outreach segment of this chapter, it is appropriate to note here that between 1993 and 1995 alone generous sponsorship of the televised awards program generated $817,520 in excess revenue that was allocated to the endowment fund.
Giving Clubs

By 1991, the $50,000 Club was the second-largest source of funding for the Horatio Alger Association. There were 22 participants that year who each agreed to contribute $10,000 a year to the Association for a period of five years. Their annual contributions supported two national scholarships valued at $5,000 a piece each year. John W. Rollins, Sr. (’63), had recommended the formation of this club, and he led the drive to enlist membership participation. In 1992, the name was changed to the Chairman’s Club. By 1993, the Chairman’s Club had 41 members, and in 1994 there were 46 participants. In February 1995, George L. Argyros (’93) and the Association’s financial committee recommended creating a second giving club. In June that year, members were informed of the establishment of the Founder’s Club for people who agreed to contribute $20,000 a year for five years to underwrite scholarships. The Association also created the President’s Club to encourage involvement by non-members who wished to support the Association’s mission. Participants in the President’s Club pledged to contribute $5,000 a year for five years. This amount was raised to $6,000 annually for a total of $30,000 over five years.

Annual Scholarship Pledge Drive / Class Campaign

The third major source of funding in the late 1980s and early 1990s was the annual membership pledge drive. D. B. Reinhart (’89) chaired the pledge campaign in 1989, which raised $78,454. By 1991, the pledge drive transitioned into the annual class campaign. Each year a different member would oversee the campaign designating a representative from each class to contact his or her fellow class members (Horatio Alger Award recipients of a specified year). This approach encouraged interactions among members, and the personal contact led to increased revenue.

Endowment Fund / Wills and Bequests Committee / Legacy of Achievement

While the Association had an endowment fund for many years, concerted efforts to grow the fund appear to have been sporadic. In 1979, a wills and bequests committee was created and co-chaired by Gilbert R. Ellis (’78) and Wallace N. Rasmussen (’78). It was anticipated that by 1983, the endowment fund balance would be $440,000. Jumping to 1990, the endowment fund had risen to $1,149,289. Leading by example, Jack Sparks (’85), during his tenure as chairman of the wills and bequests committee, pledged a bequest. Soon thereafter, additional bequests were pledged by John W. Rollins, Sr. (’63), Charles R. “Red” Scott (’84), and Joseph Solomon (’78).

In subsequent years, the committee’s name was changed to the planned giving committee, and leadership was provided by committee chairmen Frank Resnik (’88), Thomas L. Harken (’92), and John Pappajohn (’95). The goals were to achieve $2.5 million in the endowment fund by 1994 and $5 million by 1997. By February 1997, the endowment fund totaled $5,243,526 in contributions and pledges.

In 1997, Thomas L. Harken announced the creation of the Legacy of Achievement, which would assume the former goals and responsibilities of the planned giving committee. Legacy membership was extended to people who contributed to the endowment fund. Their gifts are permanently recorded on a plaque at the Association’s headquarters and noted annually in the Association’s Only in America books and other publications.

By 1998, the endowment fund had grown to $10,272,264. While there were suggestions of setting a goal of a $50 million endowment, the Association, based on recommendations from the long-range planning committee, made the bold determination to achieve a $100 million endowment by 2007. Efforts are ongoing at the present time to close in on this goal during the Association’s 60th anniversary year.
Investments

The Horatio Alger Association increases its assets through wise investments. In his capacity as chairman emeritus and treasurer, George L. Argyros ('93) in recent years has chaired the Association's investment committee. The purpose of the committee is to develop investment policies and monitor the Association's investments. The responsibilities of this committee continue to expand in proportion to the Association's increasing revenues and endowment.

Once the Horatio Alger Association started granting scholarships in 1984, there was a justifiable reason to seek additional funds. Increased funding has led to additional scholarships. Scholarships and fund-raising efforts have worked in tandem to form a dynamic that has enabled the Association to award more scholarships and assist more young people with each succeeding year.

PUBLIC OUTREACH

The 1990s witnessed a resurgence in efforts to garner national media coverage. In 1992, with support from Harry A. Merlo ('80) and James R. Moffett ('90), the Association produced An American Story chronicling the lives of Association Member Shepard Broad ('79) and National Scholar Laura Conkle ('90). The overall program was narrated by Ronald Reagan ('69) with segments moderated by Art Linkletter ('76). That same year, the Association also produced Portrait of Achievement, a 16-minute video highlighting the membership of the Association and its educational programs.
In 1993, Association President and CEO James R. Moffett ('90) arranged for Don Johnson Productions of California to produce an hour-long network television special on the Horatio Alger Association. Mr. Johnson's production company taped the entire 1993 awards events from the Supreme Court reception to the President's Breakfast on Saturday morning. The projected budget was in excess of $2.1 million. Production costs were underwritten by Moffett's company, Freeport McMoRan Inc., and commercial advertisers with a goal of raising more than $500,000 for the Association's endowment fund. To assist with promoting the program, Freeport McMoRan retained the services of Ogilvy Adams & Rinehart. The awards chairman that year was Maya Angelou ('92) and media coverage included a segment on NBC's Today Show featuring Dr. Angelou, as well as articles in the New York Times, the Washington Post, and other major national newspapers. The program aired in June 1993 on National Broadcasting Company (NBC) stations nationwide.

The following year, the 47th Annual Horatio Alger Awards were taped by NBC for a one-hour special featuring profiles of honorees and a cross-section of the national scholars. The program aired at 8:00 p.m. EST on Friday April 22, 1994. The Association arranged to have the awards program rebroadcast later that year on PBS stations. Through PBS, it reached a potential audience of 14.7 million viewers. PBS also made copies available to affiliated secondary schools across the country.

The Association again achieved national coverage in 1994 through a two-page article that appeared in the Sunday newspaper supplement Parade magazine on November 20. The article highlighted the mission of the Association and featured the story of 1993 National Scholar Adam Dang. The article was made possible by Parade magazine's editor, Walter Anderson, who was inducted into the Horatio Alger Association in 1994.

The 1995 awards television program was aired nationally on CBS stations. As in 1994, PBS broadcasted the program later that year, and with support from Freeport McMoran, also aired a tape made of the National Scholars Forum. This was the third and final year that Freeport McMoRan Inc. underwrote production costs for the program. With their support and sponsorship from other members' companies through the purchase of commercials, more than $800,000 was raised for the Association's endowment fund.

In 1996, the Horatio Alger Association assumed responsibility for raising production costs for the awards programs. In addition to ongoing support from James R. Moffett ('90) and Freeport McMoRan, Inc., steadfast sponsors of the Association's television programs over the years have included: the Archer Daniels Midland Company (Dwayne O, Andreas ['94]), AutoNation (Michael Egan ['97], and H. Wayne Huizenga ['92]), the Argyros Foundation and the Arnold and Mabel Beckman Foundation (George L. Argyros ['93]), the Dr Pepper Company (W. W. Clements ['80]), Level 3 Communications (Walter Scott, Jr. ['97]), the Tandy Corporation (John V. Roach ['90]), Toyota Motor Sales, U.S.A. (Jim Moran ['96]), and the Washington Corporations (Dennis R. Washington ['95]). Annual Horatio Alger Awards programs continued to be broadcast exclusively on PBS stations through the remainder of the 1990s and early 2000s.
Against the Odds and
Against the Odds: The Next Generation Series

Public Broadcasting Service stations also aired the Association’s Against the Odds biography series. The first of these programs was produced in 1998. It was narrated by Maya Angelou (’92) and featured the biographies of Wally Amos (’87), Ruth Fertel (’95), and Ed McMahon (’84). Between 1999 and 2001, the Association would produce four more Against the Odds programs, all narrated by Dr. Angelou and featuring the life stories of the following Association members:

| Program 2 | Dorothy L. Brown (’94), Thomas L. Harken (’92), and Harry A. Merlo (’80) |
| Program 3 | Benjamin S. Carson, Sr. (’94), Venita VanCaspel Harris (’82), and Art Linkletter (’76) |
| Program 4 | James Earl Jones (’97) and Jim Moran (’96) |
| Program 5 | Clarence C. Finley (’78), Louise Herrington Ornelas (’96), and Allen H. Neuharth (’75) |

In 2000, the Association issued the first Against the Odds: The Next Generation program based on the life experiences of three national scholars. This program highlighted Scholars Eric Forsyth (’96), Holly Randa (’92), and Monique Summers (’91), and it was narrated by Association Member Tom Selleck (’00). Future programs would convey the biographies of:

| Program 2 | Armando Banda (’95), Hillit Dayan (’93), and Edward Robinson (’96) |
| Program 3 | Carmen Pina (’95), Torarie Durden (’95), and Margaret Li (’93) |

Maya Angelou (’92) narrated the Against the Odds television series. Tom Selleck (’00) hosted the Against the Odds: The Next Generation series and narrated public service announcements for the Association.
Publications and Web Site

Other outreach activities of the Horatio Alger Association of Distinguished Americans during the 1990s included publications for members, life partners, scholars, and friends of the Association.

The Association's membership magazine, which had been called *The Flame*, was renamed *The Executive Forum* in the late 1980s. This was later abbreviated to its current title *The Forum*. Its student newsletter, formerly known as *The Torch*, was redesigned and renamed *Strive and Succeed* in 1995 after a book by Horatio Alger, Jr. with the same title. It continues to be a major source of information about the Association for scholars, field directors and educational contacts.

The spring of 1996 marked the creation of the Association's Web site. The site was developed with funding provided by Sue Kauffman, the daughter of Association member Ewing Marion Kauffman ('67), and their family's Marion Foundation. As was to be expected, the initial site was somewhat basic, containing information about the Association's mission, educational activities, and brief biographies about Association members. However, with advances in technology, the Association's Web site has been continually upgraded, and it now serves as a vital tool in administering scholarship programs and communicating with scholars, as well as being the source of information about the Association for people around the world.

The Horatio Alger Association's student survey, *The State of Our Nation's Youth*, has garnered major national media cover for the organization. In 1997, the Association released results of the survey at a press conference at the National Press Club. Based on the success of this experience, the Association continued to release the annual survey results at press conferences throughout most of the next decade. The conferences have often been aired in their entirety on CSPAN and they have generated national coverage in newspapers and on radio and television programs.

**HORATIO ALGER AWARDS EVENTS IN THE 1990s**

The awards events chaired by Edward A. Horrigan ('81), with support from his company RJR/Nabisco, in 1988 and 1989 were very successful, in spite of it being a transitional time for the Horatio Alger Association. In basing the awards events in Washington, D.C., Edward Horrigan began a tradition that continues to the present time.

**1990**

Awards Chairman Frank E. Resnick ('88), in affiliation with his company Phillip Morris U.S.A., relocated the base for the events from the Washington Hilton Hotel to the Sheraton Washington Hotel. Association Member Thomas S. Haggai ('80) served as master of ceremonies of the Awards Induction Ceremony. He would continue as emcee for the next several years. The Association obtained a congressional resolution that year, which permitted military personnel to assist in staffing the Awards Ceremony and National Scholars Conference. It also granted the Association use of government buildings for seminars, meetings, and receptions. The financial goal for the 1990 events was $625,000. They resulted in revenue totaling $740,825.

The 1990 Awards Induction Ceremony with Thomas S. Haggai ('80) as the master of ceremonies. He served in this role from 1990 to 1995.
In 1991, the Horatio Alger Awards events were based for the first time at the Grand Hyatt Hotel in Washington, D.C. This hotel would serve as the base for the awards events for the next 11 years. President and CEO Harry A. Merlo ('80) served as the awards chairman and hosted a members reception on the Thursday, April 11, 1991, at the U.S. Department of State’s Diplomatic Reception Rooms. This was made possible by Secretary of Education-designate Lamar Alexander. While reunions and receptions had become an established part of the awards events since the late 1970s, they were not always conducted on Thursday evening as would become the tradition in 1992. The 1991 awards events garnered a total of $910,900 in contributions.

A consistent goal of the Association over the years has been to maximize contributions while minimizing expenditures. To this end in the 1990s, members were encouraged to provide in-kind contributions, such as Harold Burson ('86) of Burson-Marsteller providing pro bono advertising and public relations support for the 1991 events. Headquarters staff advanced this objective by enlisting volunteer educational field directors to assist with the awards events and National Scholars Conference. Staff also administered more and more of the activities that had previously been assigned to outside contractors. This included management of all fund-raising activities and arranging and facilitating logistics for the events. By 2000, even the Awards Induction Ceremony program was being planned and administered by staff members with leadership and support from the board and members.

In 1992, James R. Moffett ('90) served as the awards chairman in 1992, and the theme for the events was “Then and Now,” in celebration of the Association’s 45th anniversary. James R. Moffett set an ambitious goal of raising $1 million. He was assisted by 15 vice chairmen who agreed to purchase $10,000 tables, and who pledged to help with fund-raising efforts. Thomas S. Haggai ('80) served as the Horatio Alger Awards Ceremony’s emcee for the fifth consecutive year, and Art Linkletter ('76) introduced special segments during the program. Supreme Court Justice Clarence Thomas ('92) was one of the award recipients that year. He offered to host the members reception at the United States Supreme Court. Since that time, the members reception has been augmented by a ceremony in the chambers of the Supreme Court during which the new members receive their Horatio Alger medallions. These two events always initiate the awards events and have thus been labeled the Inaugural Reception and Inaugural Ceremony. The Inaugural Reception and Ceremony are among the Association’s most esteemed traditions. Additionally, Justice Thomas established the tradition of conducting an extensive question-and-answer session with the national scholars each year. This is regularly cited by the students as one of the highpoints of their experiences during the National Scholars Conference. The 1992 awards events raised $1,111,360 in contributions, exceeding the goal by more than $100,000.
Maya Angelou ('92) served as the chairman of the 1993 Horatio Alger Awards events. Copies of the Association’s first biennial report, titled *Building a Legacy*, were distributed during the Members Luncheon. More than 1,100 people attended the Awards Induction Ceremony, which included a special presentation to John W. Rollins, Sr. ('63), from General Colin L. Powell ('91) in recognition for his 30 years of dedicated service to the Association. During the first year of his term as president of the Association, James R. Moffett ('90) led the drive to feature the Awards Induction Ceremony on television, thereby giving the Association increased national visibility. The program was taped and produced by Don Johnson Productions.

1994

Chaired by Charles E. “Chuck” Yeager ('86), the 1994 Horatio Alger Awards events were dedicated to the memory of Norman Vincent Peale ('52) who passed away on December 24, 1993, at age 95. Supportive of the Association to the end, Dr. Peale took time even in his final year to write personal notes welcoming the 1993 award recipients. The Members Forum was held at Ford’s Theater. The Awards Induction Ceremony was hosted at the Warner Theater for the first time, and then guests returned to the Grand Hyatt Hotel for the Awards Dinner. The top price for a table at the dinner reached $50,000 for the first time. The ceremony was taped and the program was aired on NBC and PBS stations. The awards events concluded with a reception in honor of Ruth Stafford Peale ('77) hosted by Chairman Emeritus Dean W. Jeffers ('75) at the Association’s headquarters. Mrs. Peale was presented with a special leather-bound edition of the *Only In America* book dedicated to the memory of Dr. Norman Vincent Peale.

1995

In a trend that continues to the present day, Awards Chairman John V. Roach ('90) oversaw events that surpassed previous awards events based on funds raised. The first revenue report was generated that year to keep members apprised of fund-raising efforts. Hosted at the Grand Hyatt Hotel, the Awards Dinner began with piano virtuoso Van Cliburn playing the national anthem. Following the ceremony, guests were invited to continue the evening with dancing and entertainment at the first Chairman’s Reception, which has become a standard component of the annual awards events. In 1995, the President’s Breakfast was renamed the Breakfast Saluting the National Scholars. The Awards Induction Ceremony was taped as a continuous live broadcast and was later aired on CBS. The Members Forum at Ford’s Theater, which was also taped, was the basis for a program called *Lessons in Achievement* for later use in schools. In addition to the CBS broadcast, both programs aired repeatedly on PBS stations, garnering an estimated total of 6 million viewers over two years and generating $600,000 in excess revenue for the endowment fund.
1996

Each year, the Horatio Alger Awards events vary slightly based on the leadership of the events' chairman. In 1996, Awards Chairman H. Wayne Huizenga ('92) determined that both the Awards Dinner and Ceremony should be conducted at the Grand Hyatt Hotel. Leonard L. Farber ('85) was honored during the Members Luncheon as the first recipient of the Norman Vincent Peale Award. Association Member Ed McMahon ('84) served for the first time as the master of ceremonies. He has continued to serve in this role to the present date and has assumed additional responsibilities as the executive producer of the Awards Induction Ceremony in more recent years. Former emcee Thomas Haggai ('80) has since helped scholars and new members learn more about each other in his ongoing role as moderator of the Members Forum. Dan Rather hosted the 1996 awards program. The program aired that year, and for the next several years, on PBS stations exclusively.

Ed McMahon ('84) has served as master of ceremonies of the Awards Induction Ceremonies from 1996 to the present time.

Thomas S. Haggai ('80) began hosting the annual Members Forum in 1996.

(L to R): Ruth S. Peale ('77), Peale Award recipient Leonard Farber ('85), 1996 Awards Chairman H. Wayne Huizenga ('92), and President George L. Argyros ('93) during first presentation of the Norman Vincent Peale Award.

Ed ('84) and Pam McMahon, 1996 Members Luncheon.
1997

The Horatio Alger Association celebrated its 50th anniversary in 1997. Awards Chairman Joseph Neubauer ('94) commemorated the anniversary by hosting a special gala dinner titled “Charting the Course,” at the Andrew W. Mellon Auditorium following the Inaugural Reception and Ceremony at the Supreme Court. The dinner honored the Association’s founders and past presidents. Margaret Beebe ('97), the widow of Kenneth J. Beebe, was made an honorary member of the Horatio Alger Association of Distinguished Americans. The Peale Award that year was given to the members of the Association in recognition of their contributions to advancing its mission over the past 50 years. It was accepted by Margaret Beebe and Ruth Stafford Peale ('77) on behalf of the entire membership. At the conclusion of dinner, guests were presented with copies of a book featuring biographies and inspirational quotes from members titled Quotations: Success Secrets for Possibility Thinkers. This publication was written and produced with funding provided by Association Member Thomas L. Harken ('92). The top table level was raised that year from $50,000 to $100,000, in an attempt to achieve the $2,725,000 fund-raising goal. While there were doubts about the willingness of people to purchase tables at that level, by February 1997, the events were sold out and there was a lengthy waiting list.
1998

“The Power of the Dream” served as the theme of the 1998 awards events chaired by Association Member William Farley (’86). The Thursday evening anniversary gala the previous year had proved so popular that members voted to continue hosting a dinner following the Inaugural Ceremony. The first Inaugural Dinner was held in the Great Hall of the Thomas Jefferson Building of the Library of Congress. (This would serve as the Inaugural Dinner site through 2005.) At the Members Luncheon the following day, W. W. “Foots” Clements (’80) and John W. Rollins, Sr. (’63), were the joint recipients of the 1998 Norman Vincent Peale Award. In addition to inducting ten new members, special tribute was paid to James R. Moffett (’90) for his service as chairman of the Association for the previous three years. At the Breakfast Saluting the National Scholars the next morning, George L. Argyros (’93) was recognized as the Association’s new chairman and Richard L. Knowlton (’92) accepted the gavel as the new president and CEO.

1999

The 1999 Horatio Alger Awards, co-chaired by Walter Scott, Jr. (’97), and Dennis R. Washington (’95), looked to the future with the theme “Dedicating the American Spirit for a New Century.” The Association hosted its Members Forum and Luncheon at the U.S. Department of State while the international North Atlantic Treaty Organization was celebrating its 50th anniversary in Washington, D.C. The Members Forum, held in the Dean Acheson Auditorium, included the
presentation of the 1999 Norman Vincent Peale Award to Harry A. Merlo ('80). Participants then proceeded to the State Department’s Diplomatic Reception Rooms for the Members Luncheon hosted by keynote speaker Senator Robert J. Dole ('88) and Ambassador David J. Scheffer. The Award Dinner and Ceremony was held that evening at the Grand Hyatt Hotel and featured musical performances by David Foster with Association Member Quincy Jones ('95) conducting a full orchestra. Wally Amos ('87) concluded the events on an inspirational note as the featured speaker at the Breakfast Saluting the National Scholars.

The Horatio Alger Association approached the decade of the 1990s on strong footing regarding its annual awards events. It used this strength to conduct awards ceremonies that annually have generated more fiscal support than previous ones. This results from experience and from members who are increasingly involved with its mission. The trend of each annual gathering surpassing previous ones in funds raised continues to the present day in the 21st century.

GOVERNANCE

Building on the accomplishments of previous presidents, leadership during the second half of the 1990s was provided by George L. Aryros ('93) and Richard L. Knowlton ('92).

In addition to overseeing advancements noted previously in this section, these leaders were instrumental in the formation of two developments that continue to benefit the Association at the present time.
PERFORMING ARTISTS FEATURED DURING AWARDS INDUCTION CEREMONIES IN THE 1990s

Bob Costas, 1994

Trisha Yearwood, 1994

Don Johnson, Awards Television Program Producer, 1993 and 1994

Van Cliburn, 1995

John Ritter, 1995

Markie Post, 1995
Since the early involvement of Margaret Beebe (’97) and Ruth Stafford Peale (prior to her induction as a member in 1977), spouses of members have often been equally committed to the mission and programs of the Horatio Alger Association. At the board meeting in Jamaica in February 1995, a recommendation was made to form a spouses’ group to formally recognize the spouses’ contributions and to channel their valuable support. At the June 1995 executive committee meeting, President and CEO George L. Argyros (’93) announced the formation of the Lifetime Partners Program. (Note: In 2006, the name of the Lifetime Partners Program was changed to Life Partners Program, as it will henceforth be referred to in this publication.)

Starting with Julia Argyros, the tradition quickly evolved that the spouse of the current president and CEO serves as the chair of the Life Partners Program. Life partners conduct annual meetings in conjunction with the Association’s board of directors, and host special gatherings during the awards events. The partners have made it their special mission to reach out to the Association’s scholarship recipients. Initially, partners were encouraged to send congratulatory notes to scholars from their states and to befriend them during the
annual awards events. Now, online communication is also being supported through the Association’s Web site. As the Association’s outreach continues to expand, so does the involvement by life partners. Partners and members meet with scholars during small group discussion sessions at the awards events, and life partners help facilitate the activities of the Alumni Association. The Horatio Alger Association of Distinguished Americans is deeply grateful to the life partners who have done so much to foster its growth and development since 1947.

Strategic Planning Committee 1996 – 1998

The other key development, which actually frames the Association’s advancement in the early 21st century, started with the formation of the strategic planning committee in June 1996. In light of the Association’s 50th anniversary in 1997, it was deemed an appropriate time to chart a course for the Association’s future. Robert J. Brown (‘90) was appointed chairman of the strategic planning committee, and committee members included George L. Argyros (‘93), W. W. “Foots” Clements (‘80), Ruth Fertel (‘95), Harry A. Merlo (‘80), John V. Roach (‘90), and Charles R. “Red” Scott (‘84). The committee’s initial action was to mail a survey to the entire membership seeking suggestions about its functions and programs, including membership criteria, endowment fund uses, expansion of Association partnerships, and the Association’s educational programs. The committee was appointed for one year, but the scope of the undertaking necessitated the extension of its tenure for a second year. Additional committee members were appointed including Vice Chairman Thomas S. Haggai (‘80), Joe L. Dudley (‘95), Leonard L. Farber (‘85), Terry M. Giles (‘94), Melvyn N. Klein (‘96), Joseph Neubauer (‘94), and Harold Toppel (‘66).

At the February 1998 board meeting in Boca Raton, Florida, Robert J. Brown (‘90) presented the board with 31 recommendations from the strategic planning committee. The task of enacting these recommendations would fall to the newly created long-range planning committee and its Chairman Joseph Neubauer (‘94). Assisting Joseph Neubauer on the committee were the following members and life partners: Michael S. Egan (‘97), Leonard L. Farber (‘85), Marti Huizenga, Melvyn N. Klein (‘96), Jan Moran, John V. Roach (‘90), Michele Rollins, Charles R. “Red” Scott (‘84), and Anthony Welters (‘98), along with George L. Argyros (‘93), Richard L. Knowlton (‘92), and H. Wayne Huizenga (‘92) in an ex-officio capacity.
Mission Statement and Goals Generated by the Long-Range Planning Committee

The long-range planning committee conducted its first meeting on February 4, 1999. Committee members discussed various objectives, and then Joseph Neubauer ('94) sought the board's recommendations about three possible goals: 1) increasing national visibility, 2) raising the national scholarship from $5,000 to $10,000, and 3) increasing the endowment fund.

Board members offered their thoughts, and Joseph Neubauer indicated that an expanded report would be provided at the September 1999 board meeting.

At the September meeting, Joseph Neubauer gave a broad-ranging report that provided an overview of the Association's membership, educational programs, outreach activities, and fiscal situation. The report also addressed questions such as: How should the Association build on its leadership position? What are its messages? What is its leadership agenda?

One point of interest is that this report is the first time the Association's purpose is formally addressed in the form of a mission statement. Prior to this time, the Association had been guided for many years by the “Peale Creed” composed by Dr. Norman Vincent Peale.

Joseph Neubauer's report for the first time outlined the following three points that comprise the Association's current mission statement.

THE PEALE CREED

THE HORATIO ALGER AWARDS COMMITTEE…

…Advances the concept of private enterprise offered under the American system.

…Contributes to the advancement and the future of their profession, company, industry, and constituents…by being dynamic exemplars of extraordinary performance in their fields of endeavor, by pursuing excellence, and by being super achievers known in their own professions or special areas of accomplishments.

…Shows youth, by example, how one person can rise from humble beginnings to positions of leadership and/or success in their chosen fields of endeavor.

…Emphasizes the importance of honesty, morality, integrity, individual initiative, innovative activity, creative enterprise, hard work…and a determination to work and give adherence to the ideals of service to their fellow man.

…Inculcates patriotism and love of country and helps conserve America as the land of opportunity for all regardless of race, religion, or economic status.

…Perpetuates the American Way by meeting human needs…through assisting others with professional and monetary support; through projects and through religion and civic involvement.
MISSION
OF THE HORATIO ALGER ASSOCIATION

To induct as lifetime members of the Association contemporary role models whose experiences exemplify that opportunities for a successful life are available to all individuals who are dedicated to the principles of integrity, hard work, perseverance, and compassion for others.

To provide scholarship assistance to deserving young people who have demonstrated integrity and determination in overcoming adversity in their lives and who have shown the academic potential and personal aspiration to make a unique contribution to society.

To mentor Association scholarship recipients and educate youth about the limitless possibilities that are available through the American free enterprise system, while underscoring the importance of service to others.

FOUR LONG-RANGE PLANNING GOALS

The next board meeting was held in September 2000 during the Horatio Alger Members Summit in Colonial Williamsburg, Virginia. Hosting a membership meeting in addition to the annual awards events was one of the 31 recommendations made by the strategic planning committee. During the Members Summit, Long-Range Planning Committee Chairman Joseph Neubauer ('94) introduced four long-range goals for the Association:

1. To conduct an ongoing national communications campaign to increase awareness of the Association's mission and programs.

2. To increase the number and amount of Horatio Alger scholarships.

3. To create an active Alumni Association.

4. To achieve an endowment fund of $100 million.

These four objectives formed a framework that continues to govern and drive the Horatio Alger Association's actions in the 21st century.
While the new century would technically begin in 2001, all around the world celebrations were planned for the eve of January 1, 2000. Americans faced the new century with optimism and some trepidation. A major concern was whether the network of computers that coordinate our technological society could be reprogrammed in time to reflect the numerical shift from the 1900s to the 2000s. Fortunately, the necessary changes were made and the milestone was acknowledged with peaceful celebrations in countries around the globe.
The Horatio Alger Association was on solid footing at the start the new century. While the long-range planning committee’s four objectives have governed and motivated many of the Association’s new actions, it has maintained a steadfast focus on its core mission to recognize outstanding Americans who have overcome adversity to achieve success through the free enterprise system. The awards events in the 2000s are a story of ever-increasing commitment and success.

HORATIO ALGER AWARDS EVENTS

2000 – 2006

2000

George L. Argyros (’93) was awards chairman of the events in 2000. The Association continued its traditions of hosting the Inaugural Ceremony at the Supreme Court and the Inaugural Dinner at the Library of Congress. However, the next day included new venues—the Members Forum and Luncheon were both hosted at the Ronald Reagan International Trade Center. The theme of the events was “Shaping the Next Generation,” and award recipient Tom Selleck (’00) shared thoughts about the importance of integrity and the true meaning of success as the keynote speaker at the luncheon. That evening the Awards Dinner and Induction Ceremony were conducted for the first time at the National Building Museum. The large size of the museum made it possible for the national scholars to participate in the ceremony. (During awards ceremonies at the Grand Hyatt Hotel, national scholars had their own banquet that ran concurrently with the Horatio Alger Awards banquet.) James R. Moffett (’90) received the 2000 Norman Vincent Peale Award, and General Colin L. Powell (’91) presented a special tribute in memory of John W. Rollins, Sr. (’63), which included acknowledging his widow, Michele Rollins, and their children. The keynote speaker at the Breakfast Saluting the National Scholars was James Earl Jones (’97).
2000 Awards Induction Ceremony was held for the first time at the National Building Museum.

Awards Chairs George ('93) and Julia Argyros on stage with Nancy Knowlton and Colin L. Powell ('91).

James R. Moffett ('90) was presented the Peale Award by Ruth S. Peale ('77), George L. Argyros ('93), and Richard L. Knowlton ('92).

2000 Award Recipient Tom Selleck provided keynote address at Members Luncheon.

President H. Wayne Huizenga ('92) introduced James Earl Jones ('97), who spoke to the students at the Scholars Breakfast.

Michele Rollins and family during a tribute in memory of John W. Rollins, Sr. ('63) at the Awards Ceremony.
Michael S. Egan (’97) served as the chairman of the 54th Annual Horatio Alger Awards on April 5 – 7, 2001. Egan and his wife, Jacqueline, commissioned special gold and silver pins to be worn by members and lifetime partners during the events. The theme was “Celebrating the American Dream,” and a long-held dream of the Association came true that year.

White House Reception

On Friday, April 6, 2001, following the Members Forum and Luncheon at the Reagan International Trade Center, members, lifetime partners, and scholars were hosted by President George W. Bush to a reception in the East Room at the White House. Surrounded by the 2001 national scholars, and standing with the Association’s President H. Wayne Huizenga and Ruth Stafford Peale (’77), President Bush commended the Association on its mission and saluted the new members and scholars. President Bush’s remarks were aired live on CSPAN and excerpts were included on nightly news programs across the country.

The 2001 Awards Induction Ceremony was once again conducted at the Grand Hyatt Hotel. Featured entertainment included Broadway performer Billy Porter, actress/singer Nell Carter, and piano prodigy Wesley Chu, with Ed McMahon (’84) serving as the master of ceremonies. The Breakfast Saluting the National Scholars the following morning included a panel session with national scholars moderated by Delores M. Kelser (’98).
The White House reception with the President Bush was made possible with intercession by Association President H. Wayne Huizenga ('92) and the Board of Directors.

Participants in East Reception Room.

President Bush talking with national scholars.

President Bush with Ruth Stafford Peale ('77).

Marti and Wayne Huizenga ('92) with President Bush.
Virginia and Clarence Thomas ('92) at the 2001 Inaugural Reception.

2001 awards recipients being saluted at Awards Induction Ceremony.

News boys and girls passing out newsletter about 2001 award recipients prior to the Members Luncheon.

2001 Member Luncheon at the Ronald Reagan International Trade Center
2002

After the terrorist attacks on the World Trade Center and Pentagon on September 11, 2001, Americans were somber and reflective. The awards events on April 4 – 6, 2002, while still a celebration, reflected the national mood. The board of directors chaired the events with the theme, “Honoring the American Spirit.” The Inaugural Ceremony at the Supreme Court included a performance by New York Police Officer Daniel Rodriguez singing the national anthem. The Inaugural Dinner at the Library of Congress included a Marine Silent Drill Team, the Marine Band, and an armed forces color guard. The Members Forum and Luncheon were hosted for a third time at the Ronald Reagan International Trade Center. During the luncheon, Ruth Stafford Peale (’77) along with H. Wayne Huizenga (’92) and Richard L. Knowlton (’92) presented the Norman Vincent Peale Award to Charles “Red” Scott (’84). That evening, the Awards Induction Ceremony was held at the National Building Museum. The Breakfast Saluting the National Scholars featured a national scholars panel with Delores Kesler (’98) as the facilitator, and concluded with a video presentation of images taken over the previous few days of the National Scholars Conference.
Delores Kesler (‘98) moderated the National Scholar panel during the 2002 Breakfast Saluting National Scholars.

L to R: New members Katherine Ortega, Charles Overby, James Patterson, and Delford Smith on panel during Members Forum.

The Marine Band performed during the Inaugural Dinner.

Presentation of the Peale Award to Charles R. Scott (‘84, second from right).

2002 National Scholars at the Awards Induction Ceremony.

During the 2002 National Scholars Breakfast, H. Wayne Huizenga (‘92) assumed the chairmanship of the Association and Richard L. Knowlton became its new president and CEO for the term extending from 2002 to 2004.
The Horatio Alger Association ended its 11-year affiliation with the Grand Hyatt Hotel in 2003. The 56th Annual Horatio Alger Awards were based at the Ritz-Carlton Hotel and the National Scholars Conference was conducted at the Monarch Hotel a few blocks away. (The Monarch Hotel was soon thereafter purchased by the Fairmont Hotel chain.)

John F. Grundhofer (’97) served as the 2003 Awards chairman and the events’ theme was “An Investment in America’s Future.” Opera singer Carmen Balthrop performed a patriotic medley during the Inaugural Ceremony and Justice Clarence Thomas (’92) continued with the tradition of presenting Horatio Alger medallions to the new members in the chambers of the Supreme Court. The Inaugural Dinner at the Library of Congress featured a colonial drum corps outside and a fife and drum corps inside. During the Members Forum in the Loy Henderson Auditorium at the United States State Department, Ed McMahon (’84) was presented with the 2003 Norman Vincent Peale Award and Wayne Gretzky (’03) of Canada was presented with the first International Horatio Alger Award. At the luncheon in the Diplomatic Reception Rooms, George Argyros (’93) introduced Secretary of State Colin Powell (’91). Secretary Powell presented special medallions to McMahon and Gretzky and then provided remarks about current world affairs. The Awards Induction Ceremony was held for the third time at the National Building Museum. In addition to recognizing the new members and scholars, this ceremony included a tribute to the memory of W. W. “Foots” Clements (’80) and remarks by John Keith, national scholar alumnus and San Francisco 49ers football player. The ceremony concluded with a performance by Kenny Rogers (’90) who waived all performance fees. At the Breakfast Saluting the National Scholars, Benjamin S. Carson, Sr. (’94), provided remarks and conducted a question-and-answer session between a panel of four national scholars and members and life partners in the audience.
Kenny Rogers (’90) was the featured performer during the 2003 Induction Ceremony.

Benjamin S. Carson, Sr. (’94), moderated the scholars panel during the Breakfast Saluting the National Scholars.

John Keith, a national scholar alumnus and member of the San Francisco 49ers football team, offered encouragement to the current national scholars.
Awards and National Scholars Conference events were based again at the Ritz-Carlton and Fairmont Hotels respectively in 2004. These continue to be the host sites at the present time. The 57th Annual Horatio Alger Awards were chaired by Archie W. Dunham ('01) along with his wife, Linda, and the theme was “We the People…Faithful and Free.” In consideration of heavy rush hour traffic, the Inaugural Reception and Ceremony, which had always been hosted at 6:00 p.m., were advanced to begin at 4:00 p.m. The Inaugural Dinner, at 6:00 p.m., included performances by the Navy Sea Chanters and recitations by character actors portraying famous Americans. During the Members Forum, as is the tradition, scholars addressed questions to the new members during two panel sessions hosted by Thomas S. Haggai ('80). George L. Argyros ('93) was presented with the 2004 Norman Vincent Peale Award, and Jim Pattison ('04) of Canada was inducted as the second International Horatio Alger Award recipient. Secretary of State Colin L. Powell ('91) hosted the Members Luncheon in the State Department's Diplomatic Reception Rooms. Following an invocation by Robert H. Schuller ('89), Secretary Powell presented special medallions to George Argyros ('93) and Jim Pattison ('04). That evening, the Awards Induction Ceremony was hosted for the first time at DAR Constitution Hall. The ceremony included a special multi-media presentation about the history of our nation, the Constitution, and the Association, as well as the flight of “Challenger,” a live bald eagle, across the room. It concluded with a performance by Linda Eder. Guests returned to the Ritz-Carlton for the Chairman's Reception. During the Breakfast Saluting the National Scholars, Walter Scott, Jr. ('97), and Dennis R. Washington ('95) became the Association's new chairman and president and CEO respectively. Delores M. Kesler ('98) moderated the national scholars panel session and Senator Robert J. Dole ('88) provided the keynote address.
George L. Argyros ('93), the 2004 Peale Award recipient, and Colin L. Powell ('91).

2004 International Horatio Alger Award Recipient Jim Pattison (on left) with Dennis Washington ('95), Walter Scott, Jr. ('97), and H. Wayne Huizenga ('92).

The American bald eagle Challenger made a first appearance at Horatio Alger Awards.

In 2004 Awards Induction Ceremony was hosted at DAR Constitution Hall for the first time.

Linda and Archie W. Dunham ('01) chaired the 2004 awards events.
2005

The theme for the 58th Annual Horatio Alger Awards was “The Dreams of a Nation…the Power of a People.” Terry M. Giles (’94) and Paul Anthony Novelly (’00) co-chaired the events along with their life partners, Kalli Giles and Kathy Novelly. Justice Thomas (’92) presented the new Members their Horatio Alger medallions. He and Alumna of the Year Mia Bautista provided remarks, and opera singer Denyce Graves concluded the ceremony with a moving musical performance. At the Inaugural Dinner, participants listened to music performed by five pianists at grand pianos in the foyer. The next morning, Thomas Haggai (’80) continued in his role as moderator of the Members Forum at the Ritz-Carlton. The Members Luncheon was hosted in the State Department’s Diplomatic Reception Rooms. Tom Selleck (’00), two current national scholars, and one alumnus scholar provided remarks during the luncheon. That evening, the Award Induction Ceremony was held at DAR Constitution Hall for the second time. Ed McMahon (’84) continued in his role as emcee and executive producer of the ceremony. Richard L. Knowlton (’92) was presented with the 2005 Norman Vincent Peale Award and Canadian Dominic D’Alessandro (’05) was inducted as the Association’s third International Horatio Alger Award recipient. At the Breakfast Saluting the National Scholars the next morning, Delores Kesler (’98) moderated a panel composed of two new national scholars and two national scholar alumni. Quincy Jones (’95) concluded the breakfast with remarks and advice for the national scholars to help them prepare for college and life beyond.

Tom Selleck (’00) provided the keynote address at the Members Luncheon.
2005 International Horatio Alger Award was presented by Jim Pattison ('04) to Dominic D’Alessandro.

Quincy Jones ('95) gave the concluding address at the 2005 Scholars Breakfast.

Richard K. Knowlton ('92) was the 2005 Peale Award recipient.

(L to R): Kalli Giles, Kathy Novelty, Paul Anthony Novelty ('00), and Terry M. Giles ('94) chaired the 2005 Horatio Alger Awards. Ed McMahon ('84) introduced the awards chairs at the Chairman's Reception.
At the recommendation of the Association’s President and CEO Dennis R. Washington ('95), the Horatio Alger Award was modified in 2005 to include a five-inch high marble base in addition to the traditional base and bust of Alger. The new base provides an area to display the recipients’ Horatio Alger medallions along with the bust. The medallion was also redesigned in 2005 to reflect an image of the Horatio Alger Award bust with the new base and an American flag motif in the background. The medallion has been modified three times from the initial medallion that was used from 1948 to the mid-1980s.
Highlights of the 59th Annual Horatio Alger Awards included the Inaugural Reception and Ceremony at the United States Supreme Court hosted by Associate Justice Clarence Thomas (’92). The Inaugural Dinner, which had been held at the Library of Congress for the previous eight years, took place in the newly restored Andrew W. Mellon Auditorium. During the dinner Maya Angelou (’92) gave a moving address and tenor Mario Frangoulis performed songs accompanied by a full orchestra. After the Members Forum, members, life partners, and scholars attended the Members Luncheon at the United States Department of State, where Oprah Winfrey (’93) provided encouraging remarks and then took time for individual photographs with the students. The 59th Awards Induction Ceremony was held at DAR Constitution Hall for the third consecutive year, and Ed McMahon (’84) continued in his role as emcee and executive producer of the event. Secretary of Veterans Affairs R. James Nicholson (’00) and Lou Dobbs (’99) introduced segments of the program. During the Breakfast Saluting the National Scholars the next morning, the membership approved the transition of officers and elected new board members. Dennis R. Washington (’95) became the Association’s new chairman and Joseph Neubauer (’94) ascended to the office of president and CEO. The breakfast concluded with remarks by National Scholar Alumna Judy Rominger-Pruett (’87) and Association Member Lou Dobbs (’99).

The annual Horatio Alger Award Induction Ceremony continues to be the zenith of the Association’s annual calendar and the bedrock upon which all other actions are based. The induction of new members who are committed to the mission of the Association is integral to its success. As a membership organization, the Association is only as strong as the commitment of its members. Fortunately, the Horatio Alger Association of Distinguished Americans has flourished as a result of outstanding leadership and the active involvement and steadfast generous support of its members, their life partners, and friends.
Oprah Winfrey ('93) encouraged national scholars during her keynote address at the Members Luncheon.

Tenor Mario Frangoulis was the featured performer at the 2006 Inaugural Dinner and Awards Induction Ceremony.

Lou Dobbs ('99) shared thoughts and remarks with the scholars during the Scholars Breakfast.

Salute to the national scholars during the 2006 Awards Induction Ceremony.

PERFORMING ARTISTS FEATURED DURING AWARDS INDUCTION CEREMONIES 2000-2007

David Foster (L) and Kenny G (R) with George L. (’93) and Julia Argyros, 2000 Awards Induction Ceremony.

Marine Orchestra, 2001 Inaugural Dinner

Irish dancers, 2001 Inaugural Dinner

Nell Carter, 2001 Awards Induction Ceremony finale

Billy Porter, 2001 Awards Induction Ceremony

Piano prodigy Wesley Chu conversing with Ed McMahon (’84) during 2001 awards ceremony.
Billy Gilman, 2002 awards ceremony.

Ambrus Leigh, 2002 awards ceremony.

Fife & Drum Corp, 2003 Inaugural Dinner

Linda Eder during finale to the 2004 Awards Induction Ceremony.

Nina Whitaker, 2005 Awards Induction Ceremony.

Mario Frangoulis, 2006 Inaugural Dinner
Apart from fulfilling its mission to recognize outstanding Americans, the Horatio Alger Association of Distinguished American’s story thus far in the 21st century can be tracked by actions and progress made in support of the four objectives recommended by the long-range planning committee.
CONDUCTING AN ONGOING NATIONAL COMMUNICATIONS CAMPAIGN

In spite of its good work and 60-year history, many Americans are unaware of the mission of the Horatio Alger Association of Distinguished Americans. In part, this was intentional because founder Kenneth Beebe and succeeding leaders wanted to ensure that the mission and nature of the Association stayed “right and pure.” However, in recent decades, there has been greater confidence about how to share the Association’s powerful messages with larger audiences without diminishing the organization in any way. So one of the four long-range objectives announced in 2000 was to conduct an ongoing national communications campaign. What follows is an overview of activities in support of this goal.

Press Releases

One of the most basic, yet effective, tools of the campaign has been the use of press releases. While the Association released announcements to the press prior to 2000, its efforts intensified in support of the campaign. The Association has drawn nationwide attention to its educational programs and membership through press releases distributed to national, state, and local media sources. Press releases about Horatio Alger Award recipients, national scholars, and *The State of Our Nation’s Youth* survey are released to national media sources. Information about the Association’s state scholarship programs is provided to news and educational organizations in the respective states. Releases about individual scholarship recipients and Horatio Alger Award winners are provided to news organizations locally. Through press releases, which may be viewed on its Web site, the Association has been able to reach a national audience.
Press Conferences

In 1997, the Horatio Alger Association hosted its first press conference at the National Press Club in Washington, D.C., to release the results of *The State of Our Nation’s Youth* survey. The survey was initially conducted for the Association by NFO Research, and in more recent years by Peter D. Hart Research Associates. The Association continued to conduct annual press conferences to release its *State of Our Nation’s Youth* report through 2005.

As an example of media coverage garnered by these conferences, at the 2001 press conference, in attendance were representatives from the Associated Press, Black Entertainment Television, Canadian Broadcast Network, CBS, CNN, CNN Radio, EFE News Service, Reuters News Service, and *USA Today*. In addition to the conference being aired in its entirety on CSPAN, television coverage that year included segments on CNN Headline News, Fox News Channel, ABC Chicago, NBC Dallas/Fort Worth, NBC-Washington, D.C., NBC Houston, and CBS San Diego. Print media coverage included articles in the *Atlanta Constitution*, *Boston Globe*, *Chicago Sun Times*, *Dallas Morning News*, *Detroit Free Press*, *Miami Herald*, *Philadelphia Inquirer*, the *New York Times* and the *Wall Street Journal*, among others. Radio coverage included excerpts on CBS Radio Network, the *Jim Bohanan Show*, and *Paul Harvey News*.

In the fall of 2000 and 2001, the Association conducted press conferences at the National Press Club to release information about the 2001 and 2002 Horatio Alger Award winners. Ed McMahon (’84) announced the names of the inductees and national scholars and helped to convey the mission and outreach of the Association. The 2002 press conference also included the release of results from a special survey that the Association conducted among American teenagers in the aftermath of the terrorist attacks on September 11, 2001.
Public Service Announcements

To convey information about its outreach to young people and to promote the American free enterprise system, the Association produced two public service announcements (PSAs) in 2000. One PSA, labeled “Ignite the Dream,” encourages adults to listen to the dreams and hopes of children. James Earl Jones (’97) narrated the announcement, and David Foster granted the Association permission to use his orchestration of the song, “The Power of the Dream.” The second PSA, “Feel the Flame,” encourages young people to view the Association’s Web site so they can select members as role models and heroes. The PSAs were distributed through Baruch Entertainment and through the federal government’s Office of National Drug Control Policy (ONDCP). The ONDCP’s program, known as the Partnership for a Drug Free America, distributed the PSAs nationwide at no cost to the Association. By December 2000, the PSAs had been aired on 140 stations, representing 50.72 percent of United States households.

Since that time, the Association has produced three additional public service announcements:

“Soaring” – features a 30-second inspirational message generated from the vantage point of an American bald eagle. The message calls attention to the opportunities that exist today all across America through the free enterprise system, and it directs viewers to the Association’s Web site.

“Apply Yourself” – features Tom Selleck (’00) encouraging young people to view the Association’s Web site to apply for Horatio Alger scholarships.

“Adversity / University” – is a 30-second message that conveys information about criteria for Horatio Alger Scholarships, and it encourages young people to consider applying for Association support.

As the Horatio Alger Association approaches its 60th anniversary in 2007, two more public service announcements are in production.

James Earl Jones (’97) has narrated Association public service announcements for both television and radio.

Tom Selleck (’00) hosted a public service announcement that aired in Regal Cinemas encouraging young people to apply for Association scholarships.
In addition to its video PSAs, the Association in 2003 produced an announcement for use by radio stations. The PSA, narrated by James Earl Jones (’97), encourages young people to apply for Association scholarships. The radio PSA was distributed to more than 3,000 radio stations for use in time slots reserved for non-commercial messages in the public’s interest.

For its 2001 scholarship process, the Association generated a poster for high schools to include on bulletin boards. The posters had included attached post-it note pads printed with information for students to use in connecting with the Association’s Web site or to review the application on the FastWeb site.

Seeking ever more innovative and effective ways to reach young people, in 2004 and 2005 the Association used movie theaters to convey its messages. With support from Philip Anschutz (’00) and David L. Sokol (’04), the Association contracted with Regal CineMedia Corporation to have its PSA, featuring Tom Selleck (’00) encouraging young people to apply to the Association for scholarships, aired during the previews of PG and PG-13 movies in Regal theaters across the country. In 2004, the announcement was included in the previews of 19 different films on 4,063 screens in 432 Regal theaters. According to Regal CineMedia, 6,900,225 tickets were sold for these movies during that six-week period. Regal CineMedia also aired the Horatio Alger Association’s “Soaring” PSA on plasma screens in the lobbies of its theaters during that period.

**Television and Radio**

During the early and mid 1990s, the annual *Only in America* television programs were initially broadcasted on major national network channels. By the latter 1990s, the Association was broadcasting the annual programs along with its *Against the Odds* television programs exclusively on Public Broadcasting Service stations. In 2000, the *Only in America* program, titled “Pursuing the Dream” was aired on 43 PBS stations across the country. It was also released through syndication to local network affiliates and broadcasted on 93 stations in markets representing 65.39 percent of the country. In addition to sending press releases about the program, a telephone campaign targeted media sources to encourage their airing of our programs.

With assistance from Lou Dobbs (’99), the *Only In America* program aired nationally on CNNfn in 2001, 2002, and 2003.

Preparations are being made to broadcast a program about the 60th anniversary Horatio Alger Awards celebration in 2007 on Comcast stations. Interactions between Comcast and the Association have been facilitated by Harold F. “Gerry” Lenfest (’06).
On September 24, 2004, the Horatio Alger Association was able to share information about its program and mission with the global community during a 30-minute radio broadcast on the Voice of America. The program explored the history and mission of the Association as a uniquely American organization that is now expanding its scope to include the international community. Voice of America translates its programs into 44 different languages and broadcasts them to a weekly audience of approximately 96 million people.

**Print Media**

Since Kenneth Beebe (’47) produced the first *Opportunity Still Knocks* book in 1956, the Horatio Alger Association has used printed materials to disseminate information about its mission and programs. To provide a sense of the scope of the Association’s outreach through the printed word, an inventory of the Association’s publications in 2006 includes:

- *Quotations: Success Secrets of Power Thinkers* is a collection of inspirational quotations and biographical information from the members of the Horatio Alger Association.
- *Ad Astra Per Aspera – To the Stars Through Difficulties* is a 60-year history of the Horatio Alger Association recounting the Association’s development from its formation in 1947 to contemporary times.
- *Horatio Alger: A Century of Covers and Illustrations* visually conveys Horatio Alger, Jr.’s themes through color reproductions of the covers and black and white illustrations from different editions of his books.
- *Only in America Opportunity Still Knocks* annually announces the Horatio Alger Award recipients and national scholarship recipients.

An Investment in America’s Future – Association Profile provides a broad overview of the Association, including information about its members, educational programs, alumni activities, development, and public outreach.

Blueprint for 2007 – 2010 outlines concrete projects undertaken by the Association in support of its four long-range objectives.

The Forum, the Association’s semiannual magazine, provides current information about members, Association activities, and educational programs.

Strive and Succeed, the Association’s student newsletter, provides current information about the national scholars, Association activities, and educational programs.
Collegiate Partners Program describes the Collegiate Partners Program and provides interested schools with an agreement form.

A Commitment to Our Scholars provides an assessment of progress made in support of America’s youth. It also outlines detailed plans to increase assistance to young people most in need of support.

Legacy of Achievement brochure provides detailed information about planned giving opportunities to support Association activities.

The National Scholars Survey is a biennial study of responses to questions from both current national scholars and those from past years who have completed their undergraduate studies.

State of Our Nation’s Youth report conveys the results of the Association’s annual national survey on the attitudes and beliefs of teenagers. This report is made available to the public in conjunction with an annual press conference.

In addition to publications, the Horatio Alger Association has been exploring alternative ways to share its mission in print. In 2001, a printed announcement or advertisement was created conveying that more than $2 million in scholarships and grants was available from the Horatio Alger Association of Distinguished Americans. The announcement was placed in national educational journals.
In 2004, a series of Association announcements appeared on billboards in major metropolitan areas promoting its mission and calling attention to its scholarships. In 2005, the Horatio Alger Association sponsored signs on the sides of city buses in Washington, D.C., to encourage young people in the District to apply for academic assistance.

Members have also taken personal initiative in sharing information about the Association. In 2002, Charles L. Overby (‘02), in his capacity as chairman and CEO of the Freedom Forum (an affiliate of USA Today), included an announcement about the Association’s scholarships in USA Today newspapers several times in the fall of 2002. He has continued to assist the Association in this way on an annual basis. In 2006, Charles Overby also made it possible for the Association to run a full page ad in USA Today newspapers featuring the 2006 Horatio Alger Award recipients and 2006 national scholars. This announcement appeared on April 6, the first day of the 59th Annual Horatio Alger Awards events.
In 2003, Barbara M. Barrett ('99), who is member of the Association’s board of directors and its scholarship selection committee, offered to contact her friend Christopher “Kip” Forbes on the Association's behalf. With her intercession and the generosity of the Forbes family, the Horatio Alger Association has been able, on a pro bono basis, to include a full-page announcement in Forbes featuring its membership and the newest award recipients each year for the past four years.

More and more people know of the Horatio Alger Association’s important mission and distinguished history. Through the concerted efforts of its members, life partners and friends, Americans will come to equate the name of the Horatio Alger Association with freedom, hope, opportunity, and achievement.

World Wide Web

The Horatio Alger Association uses the latest computer technology to share information about its mission, members, and educational programs. The 2006–2007 scholarship cycle marks the fourth year in which students may learn about and apply for Horatio Alger scholarships online. The Association now receives an average of 40,000 applications for scholarship support online each year. Members’ biographies from the annual Only in America books are now included on the site, and the Association is in the process of adding the members’ streaming video biographies. Scholarship applicants are currently required to write about a member whom they admire based on this biographical information. The Only in America programs and the Against the Odds series are now available for viewing by visitors to the site. Through the Internet, information about the Horatio Alger Association of Distinguished Americans is available at all times to people around the world.
INCREASING THE NUMBER AND AMOUNT OF HORATIO ALGER SCHOLARSHIPS

By the time Joseph Neubauer (’94) announced the Association’s four long-range objectives, steps had already been taken by the board to increase the number and amount of Horatio Alger Scholarships.

National Scholarships

In the late 1990s, the Association had achieved its goal of awarding two national scholarships in every state. Since that time, it has awarded between 104 and 108 national scholarships each year (at least two in each state with additional national scholarships awarded based on the designation from special donors or distributed among states with the highest student populations). In the early 2000s, national scholarships were still being awarded during Horatio Alger Youth Seminars hosted by high schools. While recommendations were put forth periodically to continue increasing the number of national scholarships awarded each year, the board determined instead to increase the value of the scholarship. At the Members Summit in Williamsburg, Virginia, in September 2000, the board announced that it had approved increasing the amount of the national scholarship from $5,000 to $10,000, effective with scholarships awarded in 2002.

At the 2006 Horatio Alger Awards events, participants learned that the national scholarship would again be doubled. In 2007, the value of the national scholarship increased to $20,000. This increase was approved as part of the Association’s 60th anniversary celebration, and in light of escalating college tuition costs.

State Scholarships

A major theme of the Horatio Alger Association in the 21st century has been the growth of its Horatio Alger state scholarship programs. The state scholarship concept proposed by Richard L. Knowlton (’92) was initially launched when Suzanne and Walter Scott, Jr. (’97), announced that the first Horatio Alger Nebraska Scholarships would be awarded in 2000. Other members quickly followed their example using the Nebraska program as a model.

Suzanne and Walter Scott, Jr. (’97) sponsored the first Horatio Alger State Scholarship Program which granted support to young people in their home state of Nebraska.
In 2001, Member William J. Doré ('00) sponsored scholarships valued at $7,500 to 100 students in Louisiana through the Horatio Alger Louisiana Scholarship Program. In 2002, George L. Argyros ('93) and Arthur A. Ciocca ('00) pledged support to award 200 scholarships through the Horatio Alger California Scholarship Program. That same year, John Pappajohn ('95), Marvin Pomerantz ('01), and Henry B. Tippie ('96) united to fund scholarships for students in Iowa.

The number of state programs has continued to grow. At the present time, the Association awards state scholarships to students in 29 states. Members, life partners, and friends sponsoring state scholarships in 2006 include: the Ak-Sar-Ben Foundation, George L. Argyros ('93), Arthur A. Ciocca ('00), the Brinson Foundation, John H. Dasburg ('01), William J. Doré ('00), Jack M. Gill ('99), Barbara Keebler and Terrence J. Giroux, Duane B. Hagadone ('04), H. Wayne Huizenga ('92), MBNA America Foundation, Joseph Neubauer ('94), Paul Anthony Novelty ('00), John Pappajohn ('95), Boone Pickens ('06), Carl R. Pohlad ('89) and the Carl and Eloise Pohlad Family Foundation, Marvin A. Pomerantz ('01), Rocky Mountain Power, Michele Rollins and her family, Matthew Rose and the Burlington Northern Santa Fe Foundation, Suzanne and Walter Scott, Jr. ('97), David L. Sokol ('04) and the MidAmerican Energy Holdings Company, Henry B. Tippie ('96), Dennis R. Washington ('95), and Anthony Welters ('98).

The Horatio Alger Association looks forward to the day when it will have a state scholarship program in every state.

**Special Scholarships**

Other special scholarships have also been initiated by members in this new century. In 2000, the Association awarded the first Horatio Alger Hormel Scholarships. Funded by Richard L. Knowlton ('92) and the Hormel Foundation, these scholarships, valued at $5,000, are presented to four students from Austin, Minnesota, each year. If the students maintain a 2.75 cumulative grade point average, the scholarships are renewable for up to four years.

In 2002, the Association created the Horatio Alger Jamal Thomas Scholarship. This $20,000 scholarship is awarded annually to a student at Fork Union Academy in Virginia. The scholarship is named for the son of Clarence Thomas ('92) who attended the academy. It is given in appreciation for Justice Thomas’ steadfast support of the Association and its scholars.
That same year, the Association began working with officials at the United States Department of State to ensure that American students at State Department and Defense Department schools overseas have an opportunity to compete for Horatio Alger Scholarships. Now, American students studying abroad are annually represented among the new class of national scholars, and they are flown to Washington, D.C., to participate in the National Scholars Conference the year they receive the award.

Special national scholarships for students from Delaware are being supported by Michele Rollins and her family in memory of John W. Rollins, Sr. ('63).

In 2002, the Rollins family also initiated a program to award two Horatio Alger Scholarships annually to orphaned students living in S.O.S. Children’s Villages in Jamaica. More recently, Michele Rollins spearheaded the creation of the Leonard L. Farber National Scholarship for a student in Florida in memory of Association Member Leonard L. Farber ('85). The first of these scholarships will be awarded in 2007.

In the mid-1990s, Mary and John Pappajohn ('95) initiated the Association’s first graduate level scholarships to Horatio Alger scholars with the creation of the Horatio Alger Graduate Grants Program. While this program has been ongoing, support for scholars’ graduate studies recently increased, when in the fall of 2005, Phyllis and Dennis R. Washington ('95) announced their intentions to sponsor alumni scholars seeking graduate or post-graduate degrees at the University of Montana. The university will also waive out-of-state tuition fees and provide support for room and board.

In 2006, the Association initiated the new Franklin Scholars Program for high school seniors in the state of Pennsylvania with a grant of $862,000 from The Pew Charitable Trusts, as part of its Benjamin Franklin Tercentenary Celebration. President and CEO Joseph Neubauer ('94) was instrumental in the Association being awarded this grant. Each year, for the next three years, 25 high school seniors from Pennsylvania will be awarded $10,000 college scholarships. As with the Association’s other scholarship programs, selection criteria is based on struggles with adversity, financial need, and academic promise. In addition to writing about a Horatio Alger member whom they admire, applicants for these scholarships must complete two brief essays about Benjamin Franklin’s life. The Association is grateful to The Pew Charitable Trusts for this grant. It is researching foundations and developing proposals to encourage participation by other organizations in its drive to assist young Americans.
Horatio Alger Military Veterans Scholarships

In 2005, Julia and George L. Argyros ('93) expanded the Association’s outreach by committing $10 million to provide scholarships to veterans for the recent conflicts in Afghanistan and Iraq. During his tenure as ambassador to Spain and Andorra, George Argyros witnessed the devastating effects of terrorism first-hand. He and his wife often visited with wounded veterans being flown back to America for further treatment. Impressed by the young veterans and deeply grateful for their sacrifices on behalf of our nation, Julia and George Argyros developed this program as a concrete way to express their appreciation and admiration. Their gift has spurred contributions from other members and friends.

The Application Process

Since 1984, the Association had awarded scholarships to students at schools that hosted Horatio Alger Youth Seminars. While this served to inform the school’s student body about the messages of the Horatio Alger Association, it also limited the number of students considered for scholarship support to three individuals per host school. In light of its increasing scholarship programs, and noting that, with mandatory testing, schools were becoming less inclined to set aside a whole day or half-day from their curriculum for a Horatio Alger Youth Seminar, the Association began to consider options offered through the Internet.

In 2000, the Association conducted a pilot program for students in New Hampshire, Delaware, and California, who were allowed to apply directly for Association scholarships through an application posted on the FastWeb’s Internet site. The program was successful, and in 2002 the Association began administering the application process for all of its scholarship programs through its Web site. By filling out one application, students are now considered for national scholarships and state scholarships, if applicable.


R. James Nicholson ('00) talked about the experiences of the veterans.

Chuck Hagel ('02) provided a congressional perspective during the press conference.

George L. Argyros ('93) addressed questions from the press.
Eligibility criteria for all Horatio Alger Association Scholarships include:

Enrollment full time as a high school senior, progressing normally toward graduation in the spring/summer, with plans to enter college no later than the fall following graduation.

Intention to pursue a bachelor’s degree at an accredited institution (students may start their studies at a two-year institution and then transfer to a four-year institution) (Note: Louisiana, Idaho, Iowa, and Montana state scholarship recipients must pursue a degree at specific colleges and universities).

Critical financial need.

Demonstrated integrity and perseverance in overcoming adversity.

Involvement in co-curricular and community activities.

A minimum grade point average (GPA) of 2.0.

And United States citizenship or United States permanent residency.

The Association now receives on average 40,000 applications each year for its scholarships. The applicant pool is initially narrowed by the computer using a numerical set of parameters assigned to responses. A pre-review committee then winnows the pool down to approximately 3,000 applications. These applications are reviewed by the national scholarship selection committee which meets in December each year to determine the scholarship recipients for the following year.

The national scholarship selection committee was chaired by Dr. John O. Hershey (’81) from 1988 to 2006. At age 89, he retired from the post. Today, Terry M. Giles (’94) serves as chairman of the committee, after having served as the committee’s vice chairman since 1995. He is assisted by Dr. Mack Armstrong, assistant executive director of the Washington Association of School Administrators and the Association’s field director from Washington, who serves as chairman of the National Scholarship Selection Process. Current committee members include Association Members Barbara M. Barrett (’99), Linda and Jack M. Gill (’99) Bernard A. Harris, Jr. (’00), and Rodrigue Mortel (’85), along with approximately 18 educational professionals from across the country, many of whom serve as Association field directors.

The Horatio Alger Association has a distinguished record of awarding national scholarships for more than 20 years. In addition, it now awards state scholarships to students in 29 states. As a result of a strong commitment to the mission of the Horatio Alger Association and the personal initiative of its members and friends, the Horatio Alger Association is proud to be awarding scholarships valued at more than $12 million during the 2007 academic year.

John Hershey (’81) with some of the national scholarship recipients he helped to select over the years
FOSTERING LIFELONG RELATIONSHIPS WITH HORATIO ALGER SCHOLARS

Unlike other scholarship programs, where often the only interaction is the one-time exchange of the scholarship check, the Horatio Alger Association desires to have lifelong relationships with its scholars. At the board meeting in September 2006, National Scholarship Committee Chairman Terry M. Giles (’94) outlined plans to provide additional support to current and alumni scholars. He noted that currently, in addition to the scholarship, the Association assists its scholars with Web site services and a toll-free number to talk with staff. Additional assistance is provided through the Collegiate Partners Program, the Internship and Placement Program, and through the Strive & Succeed newsletter. Other initiatives include providing student readiness testing for scholars before they attend the National Scholars Conference, making professional counseling services available, increasing flexibility regarding scholarship rules and regulations, and creating an e-mail system for lifelong use by the students. Additionally, Walter Scott, Jr., has made possible a generous contribution from Force 10 Networks to provide national scholars in 2007 and 2008 with laptop computers so they may compete more effectively with their college peers. All of these actions are designed to foster Horatio Alger scholars’ success during and beyond their college years.

An Active Alumni Association

The Horatio Alger Association conducts a survey every two years among current and alumni national scholars. Based on responses to these surveys and meetings with individual alumni scholars who returned to speak at board meetings and awards events, the Association realized that there is a large group of young people across America who are proud of their affiliation with the Horatio Alger Association and deeply committed to its mission. Therefore, among its four objectives, the long-range planning committee recommended the formation a National Scholar Alumni Association.

The purposes of the Alumni Association are to maintain contact with former scholarship recipients, to enable the recipients to form a supportive network, and, at the request of the alumni, to develop channels through which the alumni may participate in the mission and programs of the Horatio Alger Association.

In 2001, the Association drafted by-laws for the National Scholar Alumni Association, and a class coordinator from each national scholar class since 1984 was selected by headquarters staff to serve on an advisory council. A survey was sent to alumni seeking their advice regarding the types of activities that should be administered by the Alumni Association. There was strong support for a meeting for all alumni.

Objectives to maintain ongoing relations with Horatio Alger national scholars are outlined in A Commitment to Our Scholars brochure.
National Scholar Alumni Summit

In conjunction with the 20th anniversary of the National Scholars Program, the Association hosted an Alumni Summit in Williamsburg, Virginia, on October 8–11, 2004. The theme of the summit was “En Route to Our Dreams…A Celebration of Strength and Character.” The agenda included group sessions centering on themes such as time management, fiscal planning, ethics, balancing career and family, and starting a business. Association members and life partners who helped lead sessions included Dennis R. Washington (’95), the Association’s president and CEO at the time, along with his wife, Phyllis Washington; Venita VanCaspel Harris (’82) and Lyttleton Harris; then Vice President Joseph Neubauer (’94), Charles R. “Red” Scott (’84), Clarence Thomas (’92), and John O. Hershey (’81). The summit also included extensive sessions about planning for the Alumni Association’s future.

The first Alumni Summit was a heart-warming and inspirational experience. Members, life partners, staff, and field directors in attendance were moved by the alumni’s gratitude to the Association and by their strong desire to “give back” by helping others. They were also impressed by the wealth of talent, intelligence, experience, and caring evidenced by the alumni.

Permeating the summit was a sense that something historic was occurring. At the concluding dinner, the alumni presented Association President and CEO Dennis R. Washington with a proclamation signed by all the alumni in attendance (see sidebar).

Participants at the 2004 Alumni Summit in Williamsburg, Virginia.

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PROCLAMATION

OF THE NATIONAL SCHOLARS ALUMNI
OF THE HORATIO ALGER ASSOCIATION
OF DISTINGUISHED AMERICANS

LONG-RANGE PLANNING GOALS

We, the members of the National Scholars Alumni of the Horatio Alger Association, will pledge to promote and uphold the mission of the Horatio Alger Association through the pursuit of the following long-range goals:

To remain personally involved with and committed to the Association;

To promote the mission and programs of the Association;

To establish and maintain a governing structure to support the goals of the Association;

To involve more alumni and encourage their ongoing participation in working toward our mutual goals;

To mentor each new class of national scholars and to assist them as college students and young professionals;

and

To partner with the Horatio Alger Association in planning and executing future meetings of the Alumni Association.
Charles R. Scott ('84) initiated the Summit with a talk about the "Eight Secrets of Success."

Field Director Jim Finnemeyer leads a session to consider options for structure of the Alumni Association.

Joseph Neubauer ('94) talks with alumnus Bryant Floyd ('98) who works at ARAMARK.

Venita ('82) and Lyttleton Harris IV conduct a small-group session.

Journalists Margaret Carlson and Bill Crystal debated the outcome of the impending presidential election during an evening session with summit attendees.

Summit Co-Director Ron Nicola moderates a panel as the alumni plan for the future.

Field Director Jim Finnemeyer leads a session to consider options for structure of the Alumni Association.
Small group leaders convened on stage for an overview following the sessions.

In attendance at the summit were: J. Hershey ('81), M. Hershey, D. Washington ('95), P. Washington, L. Harris, and V. Harris (82).

Alumnus Dusty Gotcher ('87), on behalf of all alumni, presented President Dennis R. Washington ('95) with a proclamation confirming their commitment to the Horatio Alger Association.

Group picture of alumni from the national scholar class of 1997.

Mia Bautista ('94) accepting 2005 Alumnus of the Year Award. On stage with her were Clarence Thomas ('92) and Phyllis and Dennis R. Washington ('95).

Historical political debate between Thomas Jefferson and Patrick Henry.

Mia Bautista ('94) accepting 2005 Alumnus of the Year Award. On stage with her were Clarence Thomas ('92) and Phyllis and Dennis R. Washington ('95).
Alumni Advisory Committee

To maintain momentum and the enthusiasm generated by the summit, the alumni recommended that an alumni advisory committee of elected representatives be established to guide in the development of its structure and programs. It was agreed that the committee would be formed of five representatives from different parts of the United States. Because of their involvement during the Alumni Summit, it was determined that the first council should be composed of summit participants. A letter was sent inviting summit attendees to submit their name if they wished to be considered as a regional representative candidate. Once the nomination process was complete, letters were mailed to all alumni with ballots to vote for their region’s representative. The alumni following were elected to serve on the alumni advisory committee, which continues to govern the actions of the Alumni Association at the present time:

Lani Chu (’99), Hawaii
Chris Coover (’88), Tennessee
Karla Daniels (’92), Georgia
Andy Miller (’90), Ohio
Cory Rogers (’90), Massachusetts
Plus three at-large members appointed by the Association:
Arcelia Noriega-Miller (’94)
Alex Santiago (’92)
Ken Seifert (’99)

The alumni advisory committee’s responsibilities include:

- Establishing goals for the Alumni Association;
- Creating programs and initiatives to maximize involvement by alumni;
- Assisting with the development of plans for future summits;
- Fostering communications with alumni;
- Amending the by-laws of the Alumni Association.

In May 2006, the Alumni Association, with leadership from the alumni advisory council, undertook its first major project, which was to host a National Horatio Alger Service Week. During the week of May 1–7, alumni across the country worked individually or in groups on various service projects in their communities. Particular emphasis was given to working with children in foster care since so many Horatio Alger Scholarship recipients have been wards of the state or in the foster care system. Another major development underway is a mentoring program where alumni or upper-class national scholars mentor younger national scholars.

In recent years, the Horatio Alger Association has been in transition, evolving from an organization composed of members and life partners who assisted students, to an organization composed of members, lifetime partners, and scholars, all working to support and advance the Association impor-
tant mission. It is anticipated that the role of national scholar alumni will increase with each passing year. The alumni are educated, energetic, enthusiastic, compassionate, and committed to helping others, as they were helped by the Horatio Alger Association. They are already serving in increasing numbers as volunteers during annual Horatio Alger Awards events and at the National Scholars Conferences. While Association members think of their scholarship support as an “investment in America’s future,” the Association is reaping unanticipated dividends on their investment in young people as a result of the commitment of the alumni scholars.

Members of the Horatio Alger Association look forward to expanded opportunities to work with the alumni in the years ahead. Preparations are being made for the second Alumni Summit, which will be hosted in Washington, D.C., on October 5–8, 2007. The summit will be held in conjunction with the Association’s 2007 board of directors meeting and a general meeting of the membership, so that members and life partners have an opportunity to meet with alumni scholars to plan for the future together.

ACHIEVING AN ENDOWMENT FUND OF $100 MILLION

One of the boldest recommendations of the long-range planning committee was to achieve an endowment fund of $100 million. At the time this recommendation was presented to the membership in September 2000, the Association’s endowment fund totaled $18,612,500 in actual and pledged contributions. This included a recent pledge of $3.6 million from Joseph Neubauer (’94) and his lifetime partner, Jeanette Lerman-Neubauer, to jump start the capital campaign; a $2 million pledge from the estate of John W. Rollins, Sr. (’63); and an increased pledge from $1 million to $2 million from George L. Argyros (’93).
While the goal, at this point, was a daunting one, Horatio Alger members are used to challenges. The board of directors, with leadership provided by Joseph Neubauer, in his dual roles as chairman of the long-range planning committee and chairman of the capital campaign, did not shy away from this one. Through persistent outreach efforts to the Association’s executive committee, board of directors, and present, the membership, the endowment fund has grown to $81 million as of January 2007. Efforts are ongoing to close in on this prodigious goal.

Friends of Distinction Program

Support is also being sought from outside sources through the Horatio Alger Association’s Friends of Distinction Program, which was created in 2005 to provide organizations and individuals not affiliated with the Association an opportunity to support and be formally recognized by the Association. Individuals may not qualify for membership in the Association, but they can still appreciate the valuable contributions it makes in assisting America’s youth. Friends may partner with the Association by joining one of its giving clubs, sponsoring a state scholarship program, or by making a gift to the endowment fund. The Friends of Distinction Program was created based on recommendations and guidance received from Chairman Emeritus Richard L. Knowlton (’92).

The four objectives established by the long-range planning committee have motivated and guided the actions of the Horatio Alger Association since the transition into the new century. To advance the substantial progress that has been made in support of the goals, the Association developed a Blueprint for 2007–2010. This document outlines concrete actions that will guide the Association during its 60th anniversary year and in the years beyond.
From the Horatio Alger Association’s Board of Directors…

WHY WE GIVE

The Horatio Alger Association made two important choices in 1984. The first was to begin a scholarship program funded by Horatio Alger Members. The second was to designate our scholarships as need-based. It is that second choice that separates us from most other scholarship-granting organizations that base their awards on merit. We have only to look at ourselves and our own personal stories of triumph over adversity to know why we made that significant choice to help youth who are hard working but in great need.

The United States has the best system of higher education in the world, with nearly 4,000 colleges and universities nationwide. Recent statistics from the U.S. Department of Education indicate that almost two-thirds of all students enter college within one year of their graduation from high school. As citizens of this great nation, we can take pride in that fact. However, as the cost of higher education continues to steadily increase, many students are deciding that they cannot afford the dream of a college education.

When new Horatio Alger Members step up to the podium to accept their award, invariably they begin to thank those who helped them along the way – a caring parent, an inspiring teacher, a mentor. They say that without their assistance, they would not have reached their current heights of success. Now, they feel it is their turn to give a helping hand – to give opportunity – to those who need it the most.

Opportunity is a word that Horatio Alger Members fully understand. In our youth, we looked for opportunities and we seized them when they came our way. But someone, somewhere along the way offered us those opportunities. Now we feel it is incumbent upon ourselves to return the favor. But where and how do we go about doing that? How do we choose to give back?

Americans are a giving and generous people and there are many worthy avenues through which to channel support. Through the Association, Members have chosen to support individual students in need. Based on our own experiences, we realize that American free enterprise provides an equal track for all who wish to run the race. However, based on personal early-life circumstances, individuals must travel varying distances just to get to the starting line. The goal of the Association’s scholarship activities is to provide disadvantaged students with an equal chance to live fulfilling and productive lives.

A prominent American once said, “Giving should be entered into in the same careful way as investing because giving is investing.” That’s what Horatio Alger Members do – we invest in America’s future. It is our hope that it will be a future filled with people from diverse backgrounds who are working to reach their full potential so that those who come behind them can build on the progress that has been made. By contributing more than $8.5 million annually to the education of America’s most deserving youth, we are making wise investments in America’s future. By increasing those contributions we bring hope and opportunity to those who remind us of ourselves – young people who are willing to put forth the effort to learn, to contribute to society, and to make a positive difference. Who benefits from such an investment?

We all do.
No one can say for sure what the future holds for any individual or organization. However, based on the past and present, and in consideration of the objectives outlined in the *Blueprint for 2007–2010*, one may deduce that in the future…

This document outlines goals and actions to guide the Association through the remainder of this decade.
The Horatio Alger Association will continue with its primary mission of recognizing outstanding Americans who, with hard work, determination, vision, and integrity, have achieved success in their respective fields. Horatio Alger Awards and membership in the Association will continue to be conferred on individuals who have achieved their version of the American Dream through the freedom and opportunities afforded by our nation’s democratic form of government and the free enterprise system.

Through the presentation of the International Horatio Alger Award, the Association will continue to promote democracy and individual freedom in the global community. The values represented by the Association may reflect what is best about our nation, but they are not necessarily exclusive to the United States. The goal is to share these values to nurture and benefit citizens in other countries. The Association will continue to develop a global network to promote freedom, education, and opportunities.
Through the generosity of its members and friends, the Horatio Alger Association will continue to be one of the nation’s leading providers of need-based scholarships. The Association targets a unique group of young people who are often overlooked or who do not qualify for other types of scholarships. Association members know that in helping students achieve a better future for themselves, they are strengthening our country. With the addition of the Horatio Alger Military Veterans Scholarship Program, the Association will award more than $12 million in scholarships to young people and veterans in 2007. Once funds for the military program are expended, the association hopes to still regularly award more than $10 million in scholarships each year in the future. To this end, the Association will continue to work hard to achieve state scholarship programs in every state. While maintaining its focus on undergraduate scholarships, it is anticipated that the Association will also increase scholarship opportunities for advanced degrees for its scholars.

To support increased numbers of scholarships, the Horatio Alger Association will achieve an endowment of $100 million. While the endowment has grown from $18 million in the late 1990s to more than $84 million at the start of 2007, there is still a substantial distance to go. It is anticipated that Horatio Alger members will stay the course until this goal is achieved. As evidenced in setting the goal, Association members are not afraid of a challenge — in characteristic fashion, they will persevere with steady determination until the objective is fulfilled.
Horatio Alger members will continue to serve as mentors and role models for young people. Their life experiences will continue to remind aspiring young people in each succeeding generation that in America individuals have the right to shape their own destiny and chart their own course to the best of their abilities. Association members will continue to encourage young people to persevere toward their dreams and to strive for their fullest potential.

Horatio Alger life partners will increase efforts to communicate with scholarship recipients via e-mail, through letters, and through meetings with the scholars. Life partners will continue to participate in small group discussion sessions with the scholars during National Scholars Conferences and Alumni Summits. They will also develop their own programs to provide special assistance to the scholars. They will play an integral role in the activities of the alumni as the Alumni Association continues to develop programs and activities.

Mentoring efforts of Association members will be bolstered by the increasing involvement of national scholar alumni. Already, the alumni are setting up a program for alumni and upper-class national scholars to serve as mentors to younger national scholars. Interactions and mentoring opportunities on all levels are expected to increase between members, life partners, alumni scholars, and current scholars with the ongoing development of the National Scholars Alumni Association.

In addition to mentoring programs, the scholar alumni will play an increasing role in advancing the mission of the Horatio Alger Association. It is anticipated that they will help spread information about the Horatio Alger Association in their local communities through speaking at schools and performing service projects, such as those which took place in May 2006 during the Alumni’s Horatio Alger National Service Week. Alumni are also taking steps to support the Horatio Alger Association’s internship and placement programs for current scholars. The number of Horatio Alger members increases by approximately ten a year, while there are between 104 and 108 new national scholars each year. Horatio Alger members look forward to working with the expanding pool of national scholar alumni as they help young people and give back to a nation that has enabled them to achieve their dreams. The Horatio Alger Association also looks forward to the day when it will induct one of its scholars as a full-fledged member.
The Horatio Alger Association also looks forward to expanding its network of assistance by including other organizations and individuals. The Association will continue to enhance participation in its Collegiate Partners Program and to involve others through its Friends of Distinction Program. While the parameters for membership in the Horatio Alger Association do not apply to everyone, all may share in its benevolent mission. The Horatio Alger Association will continue to invite and encourage others to help make education and opportunities available to all people.

Increasingly, people the world over will learn about the Horatio Alger Association and its mission through public outreach efforts and through its members and scholars. As the writer Horatio Alger, Jr., came to represent the “rags-to-riches” theme through his numerous books, so the Horatio Alger Association will increasingly come to symbolize the American Dream and the opportunities afforded through the free enterprise system. Horatio Alger members will serve as beacons reflecting the possibilities that exist for those with integrity, determination, vision, and a willingness to work. Through fostering these values, Association members are doing their part to advance society and preserve what is best about America for future generations.

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The Horatio Alger Association stemmed from one man’s vision. Kenneth Beebe, in 1947, started with a simple idea, which he nurtured and shared with others. Today, the Horatio Alger Association of Distinguished Americans is the result of the combined visions and mutual commitment of the 617 individuals who have received Horatio Alger Awards, along with support from life partners, alumni, scholars, and friends. Like a character in Horatio Alger’s books, the Association had a somewhat modest or humble beginning. It overcame challenges, and is now strong and achieving far greater success than its founder may have ever envisioned. The news gets even better, for this is not the Horatio Alger Association’s final chapter. The future is brimming with opportunities. That the Horatio Alger Association could grow to such an extent in its first 60 years is the basis for great hope and optimism regarding the years that lie ahead.
To be named a member of the Horatio Alger Association of Distinguished Americans is to be recognized as a person who has had dreams and ambitions that were in most cases seemingly unattainable. But in each instance these individuals never accepted their adverse circumstances, their humble beginnings, their physical limitations, or their negative surroundings. Instead, they imbued their lives with a positive attitude that allowed them to see only possibilities and opportunities. They dedicated themselves to working hard to achieve their goals; they stayed focused on the next step and the step after that.

Horatio Alger members distinguished themselves from their peers. When others said “it can’t be done,” those who were destined to become Horatio Alger members knew in their hearts that they would be the ones to accomplish, to succeed, to achieve. They have come from all walks of life, taken a variety of career paths: science, government, medicine, business, entertainment, education, religion. And as members of the Horatio Alger Association, they have told their stories. No two stories are the same. But they share one thing in common—the ability to see opportunities, the courage to go after them, and the confidence that they could make their dreams a reality.

On the following pages, for the first time in the Horatio Alger Association’s 60-year history, the abbreviated stories of the entire membership roster appear side by side. Read their stories, marvel at their successes, and be amazed by their contributions to America—the land where opportunity has and always will be there for those who seek it.

Note: The job positions that members held when inducted into the Horatio Alger Association are listed first. If that position has changed, it is listed second in italics.
One of eight children, Hank Aaron grew up in the segregated South, where he helped his family financially by working from the time he was a boy. A gifted athlete, he excelled at baseball. Aaron played one year for the Clowns, an all-black semi-pro team, and was then offered a contract with the Braves. After two years in the minors, he reported to the Braves, where he became an overnight sensation. In 1957, "Hammering Hank" was named the National League’s Most Valuable Player and he is the all-time home run champion with 755 home runs. He was inducted into the Hall of Fame in 1982. Today, he serves as vice president of player development for the Atlanta Braves. Aaron says, "Baseball was God’s gift to me, but everyone has special gifts from God. The challenge is to use those gifts well, on the field and when the game is over."

Bob Abplanalp was born in the Bronx in 1922 to Swiss immigrant parents. He studied mechanical engineering at Villanova University, but left school to open a small machine shop that produced war supplies for the Allies. In 1943, he joined the U.S. Army, serving in the European theater. Three years after the war ended, he designed the first workable aerosol valve which could be inexpensively mass produced. This device would soon be used by millions. He founded Precision Valve Corporation, which was destined to become the world leader in the design and production of two billion aerosol valves annually. Abplanalp once said, “The most important thing is your self-respect. It doesn’t matter what people think about you, but what you think about yourself.”

Born during the Depression in New Jersey, Buzz Aldrin was the youngest of three children and the only boy in his family. Always competitive, Aldrin excelled in sports and was also a dedicated student. He attended West Point, and then became a fighter pilot for the Air Force during the Korean War, in which he flew 66 combat missions. He later earned a Ph.D. in astronautics at the Massachusetts Institute of Technology. Aldrin became an astronaut in 1963 and took his first space flight in 1966 on the Gemini XII mission. On July 20, 1969, Buzz Aldrin and Neil Armstrong made their historic Apollo XI moon walk, becoming the first two humans to set foot on another world. Overwhelmed by his unwanted celebrity, Aldrin suffered bouts of depression and alcoholism. He worked hard to establish sobriety and has gone on to author several books. He tells young people to believe in themselves and work hard to overcome obstacles that deter progress.

Born and raised during the depths of the Depression in Mississippi, Joe Allbritton worked as a youngster for a local bottling plant, where he earned $1 a day stirring orange juice. A talented student, Allbritton attended Baylor University, where he excelled as an intercollegiate debate champion. He went on to serve in the Navy and also earned a law degree. For the next 20 years, Allbritton organized and operated successful ventures in real estate, banking, and communications. In 1981, he purchased stock in Riggs National Corporation, and served as chairman of the bank until his recent retirement. Allbritton says, “I’ve never worked for money in my life. I’ve always worked to get the job done. I also think that if you want to achieve success, you have to have a moral code and a strong set of ethical principles.”
Byron Allumbaugh grew up during the Depression in Chicago. During World War II, he moved with his parents to the Pacific Northwest, where he got a job as an apprentice butcher at a meat market when he was just 12. He was a journeyman meat cutter by the time he was 18. He became the director of meat operations for Ralphs and spearheaded the process of preparing beef at a central point before shipping it to Ralphs stores for the final cuts, a pioneering procedure still used in stores today. Allumbaugh was named president and then CEO in 1976. For the next 22 years, he guided the company through tremendous growth, expanding from 60 to 430 stores. After several years in retirement, Allumbaugh recently became chairman of CKE Restaurants, Inc. His advice to young people is to: “Do the best job you can in whatever job you have at the time.”

Byron Allumbaugh
Class of 1996
Chairman of the Board, Retired, Ralphs Grocery Company

Linda G. Alvarado grew up competing with her five brothers. She dedicated herself to her studies and began working after school and summers when she was in high school. She earned a scholarship to Pomona College in California, where she majored in economics. To help pay her expenses, she worked as a laborer for a landscaping company. Working as a contract administrator for a development company, Alvarado discovered a longing to own her own construction company. In 1976, her small company began building bus shelters. Today, Alvarado Construction, the builder of the Broncos Stadium, has a national client base that includes Fortune 500 companies. Linda Alvarado made the history books as the first Hispanic owner of a major league baseball franchise by becoming a partner in the Colorado Rockies. She says, “It is important to take action to realize your dreams.”

Linda G. Alvarado
Class of 2001
President and Chief Executive Officer, Alvarado Construction

Wally Amos was born in Florida, but grew up in New York. A poor youth, he shined shoes and delivered newspapers to help with finances. After serving in the Air Force, he worked as an agent at the William Morris Agency for Simon and Garfunkel, the Supremes, and the Temptations. In 1975, he founded the Famous Amos Chocolate Chip Cookie Corporation. Later, he established Uncle Wally’s Muffins and then Aunt Della’s Cookies—two companies he started at an age when most are contemplating retirement. Wally Amos wrote a book in 1994 about his business experiences, calling it *The Man with No Name—Turn Lemons into Lemonade.* Later, he wrote another book, *Watermelon Magic—Seeds of Wisdom, Slices of Life.* Amos says, “I want to guide people to their inner strength and greatness. When people fill their lives with love, positive energy, faith, giving, and enthusiasm, they will succeed.”

Wally Amos
Class of 1987
Founder & Vice Chairman, The Famous Amos Chocolate Chip Cookie Corporation; Founder, Famous Amos

Carl E. Anderson was adopted by a Swedish family when he was an infant. He sold home-grown vegetables door-to-door, raised chickens, and worked as an office boy at Westinghouse. After high school, he took a job in a steel-fabricating plant to earn tuition at Indiana State College in Pennsylvania. Due to financial difficulties, he left school after one year and was hired by Westinghouse for a position in production planning. He then went to E. R. Squibb, where he became vice president and general manager of domestic plants. He went on to serve as vice president of manufacturing for Revlon Corporation. In 1959, he joined Ebasco Services. He became president of E.W. Bliss in 1961, and, three years later, became its chairman.

Carl E. Anderson*
Class of 1967
Chairman and President, E.W. Bliss Company

* Deceased
Dedicated to helping his family in whatever way he could, Charles Anderson went to work at the age of 14 while he attended Brooklyn Technical High School in Brooklyn, New York. Later, he worked his way through Brooklyn Polytechnic Institute by selling men’s clothing. Graduating with a degree in chemical engineering, he became a research chemist with Standard Oil, then began selling chemical equipment machinery, eventually becoming sales manager with a division of American Machine and Metals, Inc. Instrumental in acquiring various firms, he moved through the ranks, becoming executive vice president in 1947 and president in 1956. In 1961, the company assumed the Ametek identity as it moved into production of instruments, controls, gauges, springs and electrical motors. When he was approaching 90, Charles Anderson still played golf and took care of a flower garden.

Walter Anderson grew up with a great deal of fear and anxiety due to the beatings he often received from his father, who suffered from alcoholism. It is possible Anderson’s father resented the fact that he was illiterate but his young son was not. Raised in a four-room railroad flat in Mt. Vernon, New York, Anderson was a gifted student who once said, “I read myself out of poverty, long before I worked myself out of poverty.” At 17 he joined the Marines and served in Vietnam. He attended Mercy College on a full scholarship, graduating as class valedictorian with a degree in psychology. After several positions as an editor and manager of two small newspapers, Anderson was named editor of Parade in 1980. Today, he lives by the following seven rules: accept your responsibilities, commit to high ideals, practice tolerance, be brave, love someone, be ambitious, and smile.

Dwayne Andreas was born in Minnesota in 1918, but soon moved with his family to a farm in Iowa. His father was a Mennonite who instilled in his children a strong sense of discipline and hard work, as well as a religious reliance on the land. When Andreas was five, his family moved off the farm, but they remained in the rural community of Lisbon, operating a grain elevator. After studying briefly for the ministry, Andreas began selling grain and feed products. In the mid-1960s, he became chairman of Archer Daniels Midland. He took the company through a long period of expansion and profitability, making it one of the largest agri-business processing companies in the world. Andreas has established a foundation which sponsors churches, educational institutions, and programs that feed the poor. He says, “As long as we have a billion people starving in the world, there is work to be done.”

Maya Angelou was traumatized at the age of seven when she was sexually assaulted. As a result, she became a mute for nearly six years. Her love of poetry brought back her ability to speak. Completing high school at the age of 15, Angelou studied dance and drama. She participated in the struggle for black American rights, and went on to become a well-known journalist and educator. Her autobiography, I Know Why the Caged Bird Sings, and volumes of poetry are best sellers. She won a Grammy for her poem, “On the Pulse of Morning,” written for President Clinton’s inaugural ceremony. Named by Writer’s Digest as one of the 100 Best Writers of the 20th Century, Angelou says, “I not only have the right to stand up for myself, but I have the responsibility. I can’t ask somebody else to stand up for me if I won’t stand up for myself.”

* Deceased
A Kansas native born in 1939, Philip Anschutz spent most of his youth in Wichita. From the age of 14, he worked in a variety of jobs as a yard boy, grocery sack er, messenger, and bank teller. After earning a business degree from the University of Kansas, he took over his father's ailing business at the age of 20. In less than four years, he made the company stable and successful and then sold the assets. In 1965, he started the Anschutz Corporation (today one of America's largest privately owned companies) in Denver and began investing in natural resources, railroads, real estate, entertainment, and telecommunications. In addition, he is the largest individual shareholder in several well known publicly traded companies. He says, “I have never achieved anything the first time in my life. Perseverance is what achieves goals.”

Charles R. Anthony was born in Tennessee. The son of tenant farmers, he was orphaned at age 12, quit school, and worked as a farmhand, a teamster and a janitor. After saving $25, he moved to the Indian Territory of Holdenville (now Oklahoma). With only $2 of his savings left, he got a job in a general store that offered no salary, but earned him food and a bed in a barn. A determined young man, he enrolled in a Holdenville business college. His first two business ventures ended in failure, but his third, in 1922, resulted in the present C. R. Anthony Company. In 1963, Anthony's company, comprising 268 stores in 20 states, grossed $20 million. Anthony devoted much of his time and effort to civic projects. He established Oklahoma City's United Fund and developed Camp Classen, a YMCA camp.

Born in Morgantown, West Virginia, in 1941, Joseph Antonini was the oldest of five children. At an early age, Antonini had a Sunday paper route. He also held summer landscaping jobs and sold concessions in Atlantic City to the convention crowds. He took saxophone lessons at 8, and formed a band at 15. He put himself through West Virginia University with a rock-and-roll group he formed called The Bonnevilles. After earning a degree in business and management, Antonini joined S. S. Kresge in Uniontown, Pennsylvania. After a stint in the military, he returned to work at the Kmart in Long Island, where he worked his way up to the top. In 1986, he was named president and COO of Kmart Corporation. He once said, “Think only of the best, work only for the best, and expect only the best.”

Born in 1904 in Nyack, New York, Lawrence Appley, the son of a Methodist minister, worked his way through Ohio Wesleyan University as a cafeteria helper, truck driver, and motorcycle policeman. He still had to take a year off to accumulate needed funds, and taught in a one-room schoolhouse in upstate New York. He also worked for a time as a New York City streetcar conductor. After graduating Phi Beta Kappa, Appley taught at Colgate University before holding executive positions at Mobil Oil, Richardson-Merrell, and Montgomery Ward. He became president of the American Management Association in 1948 and served as chairman from 1968 to 1974. Upon his retirement from AMA, after 44 years in management, the association issued an audio cassette series, “Appley in Action.” Good management principles, Appley believed, are timeless and apply in any situation. “Management is not the direction of things, it's the development of people.”
Born in Cuba, Carlos Arboleya lived with an aunt in Brooklyn from the ages of 8 to 18. At that time he returned to Cuba to help his family financially. He attended the University of Havana and earned degrees in business administration, commercial and administrative law, and accounting and commercial sciences. He was chief auditor of Havana’s Banco Continental Cubano, Cuba’s largest bank, when Fidel Castro’s revolution took power. Arboleya was forced to leave Cuba, and he arrived in Miami with only $40. He worked in a shoe factory until he could return to the banking industry. Eventually, he became the first naturalized Cuban-American president of a national bank in the United States. Subsequently, he founded the Flagler Bank, now a part of Bank of America, and later served as Vice Chairman and Chief Operating Officer of the Bank of America until his retirement in 1994.

George Argyros was born in Detroit in 1937, but later moved to Pasadena, California. His family struggled financially and Argyros helped out by taking on a paper route at the age of 11. A year later he went to work in a supermarket for 25 cents an hour. As a senior in high school, he worked nearly full time to support himself and help his family. He worked more than 50 hours a week as a grocery department manager to pay his way through Chapman College. He graduated in 1959 with a degree in business and economics and began to invest in real estate, opening his own brokerage office in 1963. That same year he established a company that was later called Arnel Development Company. In 2001, George Argyros was sworn in as the U.S. Ambassador to the Kingdom of Spain and the Principality of Andorra.

Frank Armour was the son of a Pittsburgh metals worker. In high school Armour washed dishes in an ice cream parlor. After high school graduation, he went to work for the H.J. Heinz Company as a tour guide of the food-processing plants. In his first 36 months, he worked in 18 departments, including traffic, bookkeeping, and sales. His talent in sales planning and promotion led to his being made manager of the Heinz pier at Atlantic City and the Heinz exhibit at the New York World’s Fair. In 1942 he became general manager of the Aircraft Division of H.J. Heinz, which built glider parts. Promotion followed promotion and successively he held positions as head of all manufacturing and then head of sales and advertising. In 1959 he became president of the huge food company, with factories in the United States, Canada, Great Britain, Australia, Holland and Venezuela.

When she was only seven years old, Mary Kay Ash hurried home from school to make dinner for her invalid father, while her mother, an expert cook, ran a local restaurant to support the family. Born in Hot Wells, Texas, Mary Kay Ash was the youngest of four children. A good and competitive student, she married soon after high school. The marriage ended, however, after 11 years and three children. Looking for a way to earn a living while remaining home with her children, she became a dealer for Stanley Products, a direct-sales party-plan firm. After one year with the company, she was crowned Queen of Sales. In the 1950s, she became national training director for World Gift. In 1963 she invested her $5,000 savings in a direct-sales cosmetics company. Today, Mary Kay, Inc., a private company, is in 26 countries “I believe that most successful people are ordinary people with extraordinary determination.”
Roy Ash grew up in Los Angeles during the Depression. He graduated from high school when he was 16, and then went to work for the Bank of America as a city cash-collection messenger, which paid $65 a month. This was the beginning of a 54-year relationship with the bank, first as an employee and later as a director. Shortly after World War II began, Ash served in the Army Air Corps, where he achieved the rank of captain. Later, he earned an MBA from Harvard as a Baker Scholar. In 1953, Ash, along with two friends, formed Litton Industries. Litton, which grew to a worldwide business with more than 100,000 employees, was responsible for the development of the power transmitter—the main power source in microwave ovens. He later served as the director of the Office of Management and Budget during the Nixon administration.

Anthony Athanas was born in Albania, where his family lived in poverty. When Athanas was very young, the family immigrated to the United States, settling in New Bedford, Massachusetts. Athanas sold newspapers and shined shoes to pay for his own expenses. At 14, he left school to work in a restaurant, where his job was to light the stoves for the chefs. Soon, he became a skilled chef himself. At 20, he returned home after his father’s death to support his mother and younger siblings. He paid off his father’s debts and saved to buy his own restaurant. In 1938, with $1,800, he bought a restaurant on auction. Later, he bought four more restaurants, but Anthony’s Pier 4 was his best investment. He was once named one of America’s most prominent and successful restaurateurs. Although he never finished grammar school, Athanas was a popular lecturer at Harvard Business School and Cornell.

Frank G. Atkinson, chairman and president of the Joseph Dixon Crucible Company, began as an office boy. As he advanced in his career, young Atkinson realized he needed a formal education. He studied at home and attended night classes at Rutgers and New York University. He later taught night classes in industrial management at a Rutgers extension school. His management abilities earned him higher positions and 40 years after he joined the company, he was named president. The Joseph Dixon Crucible Company is known as “the house that graphite built,” because almost everything it makes is based on the mineral graphite. Dixon’s Ticonderoga pencil is known worldwide.

Gene Autry, “America’s #1 Singing Cowboy,” was born in Tioga, Texas, in 1907. His preacher grandfather taught him to sing in the church choir at age 5. Later, he arose before dawn to do chores before walking several miles to school. At 12, he paid $8 for his first guitar. Later, he became a telegraph operator. By chance, the famous Will Rogers heard him sing and suggested radio, fostering a career that saw appearances in 94 films and 635 recorded songs, including “Back in the Saddle Again” and “Rudolph the Red-Nosed Reindeer.” Autry was a long-time owner of the California Angels baseball team and served as vice president of the American League until his death in 1998 at the age of 91. He is the only entertainer to have five stars on the Hollywood Walk of Fame—one each for radio, recording, motion pictures, television, and live performance.

* Deceased
The son of a dry goods store owner, Roger Babson was born in 1875 in Gloucester, Massachusetts. He attended the Massachusetts Institute of Technology from 1895 to 1898, where he studied engineering. He worked for a time after graduation as an investment banker, but contracted tuberculosis in 1901. With dogged determination, he fought the disease but had to find a way to work from home. He developed a central clearinghouse for information on investment and business conditions. The Babson’s Reports revolutionized the financial services industry and made Roger Babson wealthy. He became an economic forecaster and predicted the 1929 stock market crash and the Depression that followed. In 1919, he founded the Babson Institute, which specialized in business education. The school was renamed Babson College in 1969 and continues to thrive. He once said, “More than knowledge for success, young people need those basic qualities of integrity, industry, common sense, and a willingness to struggle.”

One of 11 children, William Bailey was born and reared in the hills of Kentucky. Their home had no electricity until Bill was a teenager, and they never had indoor plumbing or a vehicle. After graduating high school, Bailey worked as a janitor before joining the Navy. Later, he used the GI Bill to pay his tuition through the University of Illinois. After working in data processing sales at IBM, he opened a variety store in California. He became interested in direct sales and joined a major marketing firm, becoming national sales director. In 1966, he started Bestline Products, a home-distribution network company. Within 10 years the company was doing business in 10 countries, selling soap and cleaning products for both home and industrial use. In the 1980s, Bailey started Safety Plus, Inc., which manufactures fire extinguishers, smoke alarms, and escape ladders. He once said, “America is the most wonderful country history has ever known.”

Michael Baker, Jr. was born into a family of eight and did odd jobs after school to earn spending money. Following in his father’s footsteps, he became an engineer. After his freshman year at Pennsylvania State University, his family ran short of funds, so he spent a year traveling across the United States, looking for work so that he could finance his own education. He graduated from Penn State in 1936 at the head of his class. After working at various engineering jobs following college he started his own engineering firm, accepting $25 to survey a lot as his first job. He was founder of one of the largest consulting engineering/energy management organizations in the world, the Michael Baker Corporation.
Charles C. Bales was born and raised in the mountain community of Pennington Gap, Virginia, and at 12 years old he started working after school at a general store. When he was older, he drove a horse and wagon to deliver supplies to backwoods families. His first venture into insurance came when he was only 16. In those days, there was no minimum age requirement for securing a license, and he saved his commissions to pay his tuition to the University of Virginia. During the Depression years he sold light bulbs door-to-door for the old Jewel Incandescent Lamp Company. In 1948, he started the C.C. Bales Agency in Atlanta and sold more than $2 million worth of life insurance in the first eight months. Bales was president of the American Life Underwriters Association and was appointed to the National Council of President Eisenhower's National Planning Association.

John A. Barr was born on a farm near Akron, Indiana. He attended a one-room school and performed the usual duties required of farm boys. He worked his way through DePauw University as a part-time waiter. Two years later, he transferred to Indiana University, where he studied law, working as a waiter and as a student librarian. Barr graduated from law school with honors in 1930 and, in 1933, joined Montgomery Ward as an attorney. In 1935, he worked for a law firm in Gary, Indiana, and returned to Ward's legal staff in 1938. He played an important role in defending Ward's position in the highly publicized seizure of the company by the government on orders of the late President Roosevelt. The seizure was declared illegal by U.S. courts. In 1949, he was named vice president and secretary of Wards. In 1955, he became chairman of the company.

Barbara (McConnell) Barrett grew up in the 1950s on a farm in Pennsylvania. When she was 13, her beloved father died suddenly and the family suffered both emotionally and financially. Barrett gave horseback riding lessons on the farm to help support her mother and five siblings. She worked her way through Arizona State University with the help of a scholarship and five part-time jobs. She earned a degree in political science, a master's in public administration, and a law degree. She worked as a corporate attorney, taught at Harvard, was CEO of a company, and served as second in command of the Federal Aviation Administration. A pilot and the first civilian woman to land an F/A-18 Hornet on an aircraft carrier, Barrett is a strong believer in mentoring youth. She says, “Education is the first major decision a young person must make, and the most important.”

Colleen Barrett was a self-described over-achiever. An excellent student, she attended Becker Junior College in Massachusetts, and graduated in 1964 with highest honors. She married briefly and then worked as a single mother as a legal secretary. In 1978, she became Southwest Airlines' corporate secretary. In 1981, she became the airline's vice president of administration and, in 1990, its executive vice president of customer relations. Barrett was appointed president of Southwest in 2001 and remains the company's corporate secretary. She says, “Be true to your inner self and take on more than your fair share of the load. Success is definitely not a paycheck or a title. It is being able to answer ‘yes’ to the question: Did I make a positive difference today? I know I’m successful when I can give back to someone.”
Craig Barrett was born in 1939 in San Francisco, California. When he was 10, his father died. His mother remarried and Barrett was adopted by his stepfather. As a youth, Barrett worked delivering newspapers and as a stock boy at Macy’s. He did construction work during the summer months. In 1957, he received a scholarship to study metallurgical engineering at Stanford University. He went on to earn master’s and doctoral degrees in materials science and served on Stanford’s faculty for 10 years. In 1974, he joined Intel Corporation as a manager and became the company’s fourth president in 1997. He became CEO a year later. Barrett successfully led the corporation through the burst of the “dot-com bubble” and a severe recession. Today, Intel is the world’s largest semiconductor company and the inventor of the x86 series of microprocessors found in many personal computers.

Carol Bartz was born in 1948 in Minnesota to parents of modest means. When she was eight, her mother died. At the age of 12 she went to live with her grandparents, which brought stability to her life for the first time in years. She began working at the age of 15 and dedicated herself to her studies. She was her class valedictorian, which earned her a scholarship to William Woods University. Later, she transferred to the University of Wisconsin so that she could pursue computer science. Her early career includes stints with 3M Corporation and Digital Equipment Corporation. She later served with Sun Microsystems, where she held several vice president positions. As chairman and CEO of Autodesk, Bartz was the only woman to head a leading technology company she did not found. A breast cancer survivor, Bartz says, “I’m glad no one ever told me there were things women couldn’t do.”

The second son of a Jewish immigrant, Bernard Baruch was born in 1870 in Camden, South Carolina. His father served as a surgeon on General Robert E. Lee’s staff during the Civil War. In 1881, the family moved to New York City and Bernard Baruch graduated from the City College of New York eight years later. He eventually became a broker and then a partner in the firm of A. Housman and Company. He later opened his own brokerage firm and became one of Wall Street’s financial leaders. He was a national defense advisor to President Woodrow Wilson during World War I. He also advised President Roosevelt. In 1946 the Baruch Plan proposed international control of the then “new” atomic energy. Baruch often discussed his ideas on a park bench in Lafayette Park, across the street from the White House. A bench was dedicated to him there in 1960. He died at the age of 94 in 1965.

Karl D. Bays grew up in eastern Kentucky, where his father worked for the railroad for 50 years. As a boy, Bays held various jobs including lawn mower, lifeguard, grocery clerk, and construction worker. Despite being involved in a serious car accident, Bays graduated from Eastern Kentucky University with straight A’s. After graduation, he declined an offer from the Chicago Cardinals to play football. Instead, he joined the Marine Corps for two years and then earned an MBA from Indiana University. In 1958, Bays and his wife moved to Louisville, where he began his career with American Hospital Supply Corporation (AHSC) of which he later became chairman of the board. Under his leadership, the company grew five-fold. In the civic arena, Bays was active in church activities and the Boy Scouts. He served on the board of trustees of Duke University and Northwestern University. Both Presidents Nixon and Ford appointed Bays to advisory councils.

* Deceased
Donald R. Beall
Class of 1998
Retired Chairman and CEO, Rockwell International

Donald Beall grew up in the late 1930s and early 1940s in a small coastal town in northern California, where his father sold oil to commercial fishermen in the area. Beall began working early in life, driving trucks and loading lumber barges at night throughout his teen years. Beall attended California State University at San Jose. He earned a degree in metallurgical engineering in 1960. He was accepted at Stanford’s School of Business, but without a scholarship he couldn’t afford to go there. Instead he earned a master’s from the University of Pittsburgh with the help of a full scholarship. He completed a two-year program in 11 months. In 1968, he joined Rockwell International. Within a year he became an executive vice president. Within the next decade, Beall went on to become chairman and CEO. He says, “Step beyond what you think are your abilities in whatever you do.”

Born in Lebanon, Pennsylvania, in 1925, Howard Beaver began working at age nine, helping his father to cultivate a 40-acre Christmas tree farm. They cleared the land and built a log cabin with the wood from the trees. They grew vegetables which they sold, and the remaining land became the tree farm. Beaver attended Penn State, supporting himself by waiting tables. After a stint in the Navy, he went to work as a mill employee with Carpenter Technology. He quickly rose through the ranks to head the specialty metals company and admits to having taken some “bold steps on capital expenditures to expand and upgrade the facilities and ride through the import problems.” When he stepped down as CEO in 1981, a position he held for 10 years, he had expanded Carpenter Technology’s base not only in the United States, but also in Europe, Asia, and Mexico.

Born in 1882, Sandy Beaver sold newspapers as a youngster in a small Georgia town. He worked his way through the University of Georgia by waiting on tables in the dining hall and clerking in a jewelry store. He was a star football player and was a charter member of the National Football Hall of Fame. However, he refused offers to become a professional athlete. He was the University’s first Rhodes Scholar, but he gave up the scholarship to teach modern languages at a preparatory school. He served in the Army in World War I, advancing to the rank of major. When he returned home he bought the Riverside Military Academy in Georgia, which he headed from 1913 until his death in 1969. A legendary figure, Georgia’s governor made him Brigadier General in the Georgia Militia. He went on to found the Association of Military Colleges and Schools.

Kenneth Beebe was raised in Battle Creek, Michigan. He worked his way through the University of Illinois by selling “memory books.” He graduated in 1913 with a degree in educational counseling and then went to work for the American Schools and Colleges Association, an organization founded by his older brother, Vernon. Beebe opened a branch office for the firm in New York City at the newly opened Rockefeller Center. In 1946, at a time when Beebe felt young people needed inspiration to work toward the American dream, he presented two awards to Americans who had done so. The following year, he aligned his awards with Horatio Alger, Jr., the 19th century writer whose books embodied the American “rags to riches” theme. He incorporated the Horatio Alger Awards Committee in 1951 and served as president from that time until his death in 1970.

* Deceased
Margaret Beebe was the wife of the Horatio Alger Association’s founder Kenneth Beebe. She was an avid supporter of his early efforts to recognize Americans who were self-made successes. Following Kenneth Beebe’s death in 1970, Margaret Beebe served as an active Horatio Alger Awards Committee member to help with the transition to a new president. In 1997, the Horatio Alger Association celebrated its 50th anniversary and voted to make Margaret Beebe an “Honorary Member.” She graciously accepted her induction into the organization that encompassed her husband’s life’s work. She passed away later that same year.

Walter D. Behlen, the second of nine children, was born on a farm in Nebraska. He spoke only German as a child and hauled the town’s trash to earn money. In his early twenties, he started the Behlen Manufacturing Company in 1936. A garage behind his home served as the first Behlen factory. Until 1945, the company sustained itself by fabricating egg case lid fasteners, steel caps for shoes, and aircraft parts. Later, the company began producing farm products such as wagon dumpers, corn cribs, and grain dryers. In 1946, he wrote a letter to Washington outlining how a hydrogen bomb could be devised. In 1955, buildings manufactured by Behlen were used in an atomic bomb test in Nebraska to see if the buildings would survive from one mile away. They did, but his competitors’ buildings did not. That sent Behlen into manufacturing bomb shelters.

Kenneth Behring was born in Freeport, Illinois, in 1928. He lived with his parents in abject poverty during the Depression, but was able to earn a partial football scholarship to the University of Wisconsin, where he had the first hot shower of his life. Unfortunately, a knee injury forced him to leave school. At the age of 21, he started Behring Motors, a used car business. He went from complete success in the automobile industry to a lucrative real estate development career in Florida and California. In 1988, Behring purchased the Seattle Seahawks, which he sold at a substantial profit eight years later. In recent years, Behring has become fully involved in giving back and in a non-profit organization he founded and named the Wheelchair Foundation, which delivers hundreds of thousands of wheelchairs to poor, disabled people on five continents. He says, “When we have purpose, we can change the world.”

George Benson was born to homesteaders in the Oklahoma Territory. He worked on the farm and walked three miles each day to his one-room schoolhouse. At 17, he was baptized and immediately began preaching. He earned a B.S. degree in 1924 from Oklahoma A&M. He also earned an M.S. in history from the University of Chicago. He served as principal of the preparatory academy affiliated with Harding College in Arkansas and then, in 1925, set off for China, where he and his wife served among that country’s first missionaries of the Church of Christ. There they founded the Canton Bible School and the Canton English College and stayed 11 years before Benson returned home to serve as president of Harding College, a post he held from 1936 to 1965. He took the school to university level shortly before his retirement. His favorite message to students was, “Keep America sold on our heritage.”

* Deceased
Ragnar Benson was born in 1899 on a farm in Sweden, the fourth of 10 children, whose father’s only income came from the sale of butter. Shortly before his twelfth birthday, Benson immigrated to America, where he became a bricklayer making $5 a week. In 1922, he began working for himself and in 1930, he incorporated his company as Ragnar Benson Inc. By the time of his induction into the Horatio Alger Association, Benson Inc. had offices in Chicago and Pittsburgh, and was rated as eighth among all general contractors in the United States. Today, the company works on commercial, industrial, and institutional projects and has constructed airports, railroad facilities, office buildings, churches, universities, parking structures, and multifamily and senior living residences. Benson never forgot his homeland. In 1953, he was knighted by the King of Sweden. In 1959, he was named Outstanding Swedish Immigrant of the United States.

John Bentia’s parents were immigrants from Romania who met in the United States. His father worked as a laborer at a local foundry shop and his mother worked in a factory. Young John had his first job at the age of five, selling newspapers to help support the family. While going to school, he worked on neighboring farms, was a part of construction crews, and drove a truck. Bentia graduated from Mount Union College in 1940, having worked his way through school operating presses and working in a nearby forging plant. After graduating from Mount Union, Bentia got a job at the Alliance Manufacturing Company as a stock boy. He quickly worked his way up the ladder by moving into the sales and purchasing departments. He became vice president in charge of sales, vice president of the company as a whole, executive vice president, and then president.

Albert J. Berdis was orphaned shortly before he reached college age. He and his brother lived in a basement while they attended Purdue University. For two years he lived on 20 cents a day for food, which he earned by working on campus. He had to quit school after two years to work full time, but later finished at Purdue by working on weekends for the U.S. Steel Corporation. After graduation, he returned to U.S. Steel, and moved rapidly through the ranks. In 1949, he was placed in charge of design, construction, and operation of U.S. Steel’s Fairless works in Pennsylvania. In 1958, he was named president of Weirton Steel Company, and one year later was placed in charge of the construction of National’s Midwest Steel Division in Indiana. He relinquished this duty in 1964 to devote his full time to Great Lakes Steel, where he had assumed the presidency in 1962.

Loren M. Berry’s father died when Berry was four years old. His mother sewed and worked as a maternity nurse, among other jobs, to support her family. At age eight, Berry prepared and sold horseradish, and had newspaper and laundry routes. In high school, he was a reporter for the Wabash Plain Dealer and was sports editor and business manager for his school’s monthly publication. As business manager, he gained experience selling advertising space. In 1910, Berry and his wife moved to Dayton, Ohio, and, on a shoestring budget, began The Ohio Guide Company, printing timetables. He soon concentrated on a telephone directory operation that developed into a coast-to-coast enterprise and became one of the foremost telephone directory publishers in the United States. Berry became known as Mr. Yellow Pages. He expanded his operations to Europe, where the product is called the Golden Pages.

* Deceased
Lee Smith Bickmore, one of a family of nine children, was born in Paradise, Utah. He worked on the family farm throughout his early life. At age 17 he left home and worked in a retail store to support his studies at Utah State College at Logan. After graduation, Bickmore worked several more years in retail before joining Nabisco as a salesman in Pocatello, Idaho. After only two months, he was laid off in a staff reduction. For nine months, he sold shoes, unloaded freight cars, and reminded Nabisco that he was still interested. The company re-hired him as a shipping porter (earning $15 a week) at the end of the year. Ultimately, Bickmore became CEO of the billion-dollar food-processing firm.

John Block was born on a farm in Illinois that had no electricity. When he was old enough to go to school, he rode a pony to get to the schoolhouse, which had no water or indoor plumbing and only 10 students. He won an appointment to West Point, where he was a star debater. He served as a second lieutenant with the 101st Airborne Division. Later, he became an airborne ranger. When he completed his obligation to military service, he returned to the farm in Illinois and paid his father $5,000 to take him on as a partner, and expanded their operations from 300 acres to 3,000. He served on the Illinois State Farm Bureau from 1972 to 1976, and was the Illinois Director of Agriculture in 1977. After Ronald Reagan was elected, John Block was named U. S. Agriculture Secretary. Today, he is president of Food Distributors International, a trade association that represents food distributors.

Michael Blumenthal was born in Germany in 1926. When he was 12, he escaped the Nazis with his family and went to China, where he worked in a chemical factory for $1 a week to help feed his family. In 1947, at 21, he enrolled at San Francisco City College and later finished at the University of California at Berkeley. He earned two master’s degrees and a Ph. D. in economics at Princeton, where he taught until 1957. He served as President Kennedy’s Deputy Assistant Secretary of State for economic affairs, and later became a U. S. Ambassador. He also served as President Carter’s Secretary of the Treasury. In the corporate world, he has served as chairman and CEO of the Bendix Corporation as well as the Burroughs Corporation, and was a limited partner of Lazard Freres & Co. In 1998, he developed Europe’s largest Jewish museum in Berlin.

Elmer Bobst’s career began when, at age 17, he left his father’s parsonage in Lititz, Pennsylvania, and moved to Philadelphia where he earned $3 a week clerking in a drugstore. Recognizing that learning was the passport to success but lacking the funds to attend college, he purchased a set of second-hand books and proceeded to educate himself in pharmacy. By the time he was 21, he had passed both the Qualified Assistant and the Resident Manager pharmacy examinations. He next turned to law and prepared himself for a qualifying legal examination within nine months. However, he elected to remain in the pharmaceutical business and joined Hoffman-LaRoche & Company. When he retired as its president in 1944, the company was one of the giants of the industry. He later came out of retirement to head Warner-Lambert Pharmaceutical Company, a post he held for 20 years.

* Deceased
Herbert F. Boeckmann, II  
Class of 1995  
Owner/President, Galpin Motors, Inc.

Born and raised in Southern California, Herbert Boeckmann lived with his father after his parents divorced when he was nine. As a youth, he had several odd jobs, including picking fruit, selling eggs, and a paper route. When he was 13, he worked full time each weekend on the estate of a wealthy physician. He attended the University of Southern California and then joined Galpin Ford, quickly becoming their top salesperson. By 1964, he had purchased a majority interest in the dealership and within four years completed the buyout. Boeckmann built the company into the most successful and profitable Ford dealership in the nation. In 2000, he became the nation's top Saturn and Jaguar retailer. Recently, he was named Dealer of the Year by Ward's Dealer Magazine. While Boeckmann has expanded his business interests to include manufacturing, finance, publishing, cattle and buffalo ranching, the car dealership remains his top priority in business.

Helen F. Boehm  
Class of 1975  
Former Chairman, Edward Marshall Boehm, Inc.

Born to immigrant parents in Brooklyn, New York, Helen Boehm was the fifth of six children. Her father died when she was 12, and she began sewing dresses for her classmates, charging 50 cents per dress. After graduating from high school, she went to work as a receptionist and then met and married sculptor Edward Boehm. Helen Boehm went to night school and earned an optician's license, becoming the first woman to dispense eye glasses in New York City. In 1950, the couple set up a small studio in Trenton, New Jersey. When the Metropolitan Museum of Art purchased two pieces, Boehm quit her job to become her husband's full-time sales representative and public relations expert. In 1969, Edward Boehm died of a heart attack, but Helen Boehm carried forward their business, traveling the world to showcase the porcelain of the Edward Marshall Boehm Studio, whose sculptures are now exhibited in 131 museums throughout the world.

Michael Bongiovanni*  
Class of 1979  
President and CEO, Squibb Specialty Health Products Group

The son of an Italian immigrant, Michael Bongiovanni was born in 1921 in Hoboken, New Jersey. He didn’t learn English until he started attending school. When he was 12, he worked at a local pharmacy where he was encouraged to try for a scholarship to Rutgers College of Pharmacy. He entered Rutgers at age 15, but continued to work at the drugstore, and also served as captain of the basketball team and editor of the yearbook. He graduated summa cum laude from Rutgers in 1941. After college, Bongiovanni signed up with the Air Cadets and rose to the rank of captain. He was awarded a Presidential Citation for service and bravery. After the war, Bongiovanni joined the Squibb Corporation as a sales representative. By 1981, he was president and CEO of worldwide Squibb Specialty Health Products Group, a vice president of Squibb Corporation, and a member of the board of directors.

John Bowles*  
Class of 1963  
President, Rexall Drug Company

John Bowles was born in Monroe, North Carolina. In his youth, he delivered newspapers, worked weekends in a drug store, mowed lawns, and did other jobs. By the time he was 16, he had saved enough money to finance his college education. However, the bank in which he had placed his savings failed, and he arrived at the University of North Carolina with only $45. He worked at various jobs to finance his education, and then served in the Navy during World War II. Afterwards, he joined Rexall as a stockroom clerk. With initiative, hard work, and creativity he rose to president in six years. Bowles was cited by President Eisenhower for the Rexall registration centers he organized to encourage Americans to vote. He was cited in 1959 for his goodwill contribution at the International Trade Fair in Poland, where Bowles personally unpacked, stocked, and operated a Rexall Drug Store for the public.

* Deceased
Ernest L. Boyer was seven when he started helping his father with door-to-door sales during the Depression. At one time he thought about helping his father with a typewriter business, another of his father's sidelines, but after receiving his bachelor's degree, he decided to go on with his education and earned master's and Ph.D. degrees at the University of Southern California. He did postdoctoral work in medical audiology at the University of Iowa Hospital and served as a visiting fellow at Cambridge University in 1976. In 1985 he was named Distinguished Fulbright Professor for India. Boyer began his teaching career at Loyola University in Los Angeles as an assistant professor and director of forensics. He served four years as academic dean of Upland College in California. In 1965, he became vice chancellor and executive dean of the State University of New York (SUNY) and was appointed chancellor in 1970.

After failing twice at starting his own business, Donald Brann tried a third time and succeeded. He realized that full-size patterns could be used on all types of surfaces and with that idea began his own company. He became president of his firm, The Easi-Bild Pattern Company of Pleasantville, New York. The company sold millions of patterns in America's largest department, hardware, and syndicate stores.

Born in 1894 in Massachusetts, Walter Brennan was the son of Irish immigrants. He studied engineering in Cambridge, Massachusetts, and became interested in acting in school plays. During his summer breaks he worked as a bank clerk and lumberjack. Before entering the military in 1917, he toured in small musical comedy companies. After serving in World War I, he lived in Guatemala, where he raised pineapples. He then migrated to Los Angeles, where he speculated in real estate and, after losing all his investments, began working as a film extra and then as a stuntman in 1923. Eventually, he began to get speaking parts and, in 1936, won an Academy Award for Best Supporting Actor for the movie “Come and Get It.” He won that award twice more and was nominated a fourth time. In the 1950s he starred in the television hit series The Real McCoys.

The son of a sharecropper, Andrew Brimmer grew up in the 1930s in Louisiana where he picked cotton as a youngster. Eventually he moved to live with a sister in Washington for better educational opportunities. He attended the University of Washington and majored in economics. He went on to earn a master's and then a Fulbright Fellowship, which took him to the University of Delhi and the University of Bombay in India. Upon his return, he earned his Ph.D. in 1957 at Harvard. He worked as an economist at the Federal Reserve Bank and then taught economics at Michigan State University. He later taught at the Wharton School of Business. After serving in several government positions with the U.S. Department of Commerce, President Johnson appointed him to the Federal Reserve Board. He later returned to teaching at Harvard. Today, Brimmer owns the Washington, D.C., consulting firm Brimmer and Company, Inc.
Norman Brinker was raised on a small farm in Roswell, New Mexico. As a youngster he delivered newspapers and worked his way up to circulation manager for the Roswell Daily Record. Later, he was named to the U.S. Olympic pentathlon team and competed in Helsinki, Finland in 1952. He worked his way through San Diego State University. In 1965, Brinker founded Steak & Ale, which he took public in six years. After Steak & Ale merged with Pillsbury, Brinker ran Pillsbury’s restaurant division. In 1983, Brinker left Pillsbury and invested in Chili’s, taking it public and serving as chairman and chief executive officer. Today, Brinker International includes 1,400 restaurants. Brinker is the author of On the Brink: The Life and Leadership of Norman Brinker, in which he includes an account of his 1993 polo accident that caused him a serious brain injury and his long road back to recovery.

Shepard Broad* was born in Pinsk, Russia, Shmuel Bobrowicz (who later became Shepard Broad) lost his mother at age three and became an orphan at 10, when his father died in World War I. At the age of 13, an uncle in America sponsored his immigration. He went on to earn a law degree from New York Law School. After practicing law for several years in New York, he acquired 250 acres of swamp land between Biscayne Bay and the Atlantic Ocean, and founded the town of Bay Harbor Islands, a development of two islands that supports 5,000 residents, where he served as mayor for 26 years. Broad was one of 17 American Jewish leaders who met secretly with David Ben Gurion in 1945 to discuss the establishment of a Jewish homeland in Palestine. In 1988, Broad retired as chairman of the executive committee of American Savings & Loan Association in Miami, which he founded in 1950 with $7,500.

Louis C. Brock was born in El Dorado, Arkansas, and grew up in Collinston, Louisiana. As a child he helped his family survive financially by chopping and picking cotton. An academic scholarship led him to Southern University, but a baseball scholarship kept him in school. He led Southern University to the NAIA National Championship. He holds several World Series and baseball records and was inducted into the National Baseball Hall of Fame in 1985. Brock has been named one of the Top 100 Players of All Time. His statue is displayed at Busch Stadium, where he played with the St. Louis Cardinals for 17 years. Brock is the 22nd All-time Hits Leader with 3,023 and is the second All-time Stolen Base Leader with 938. An ordained minister, Brock travels across America delivering spiritual, motivational, and inspirational messages to at-risk youth and others.

Thomas “Tom” J. Brokaw was born in Webster, South Dakota, in 1940, Tom Brokaw worked in high school at the Yankton radio station, KYNT, as a substitute disc jockey. On weekends he worked in a men's clothing store. A leader in his high school, Brokaw was elected Governor of South Dakota’s Boys State. He earned a degree in political science from the University of South Dakota and soon accepted a job with KMTV, an NBC affiliate in Omaha, Nebraska. In 1966, he became a reporter for NBC News. He later served as NBC’s White House correspondent. From 1976 to 1981, he served as anchor of Today on NBC. He was the sole anchor of NBC Nightly News with Tom Brokaw from 1983 to 2004. By the end of his tenure, NBC Nightly News was the most-watched cable or broadcast news program in the United States. Brokaw is the author of the best seller The Greatest Generation.

* Deceased
Born in 1928 in the northern Texas town of Lewisville, Benjy Brooks moved with her parents to Oklahoma. From age 4, she wanted to be a doctor. She worked her way through North Texas State University and graduated at 19. She completed medical school at the University of Texas and did her pediatric surgical training at the Harvard Medical School. She returned to Texas in 1958 and became that state’s first pediatric surgeon. In 1973 she became a full professor at the University of Texas Medical School, where for 10 years she headed the Division of Pediatric Surgery. She has received scores of awards, including distinguished alumni awards from the UT Medical Branch; and she was inducted into the Texas Women’s Hall of Fame in 1985. The Benjy Brooks Foundation for Children, Inc., was established in her honor by the grateful parents of one of her patients to advance the surgical care of children in Texas.

Born in a ghetto rooming house in Philadelphia in 1919, Dorothy Brown was raised in an orphanage in Troy, New York. At the age of five she had her tonsils removed, an experience that made her want to be a doctor. When Brown was 13, her biological mother claimed her from the orphanage. They lived in a tenement in downtown Troy, but after years of abuse, she was taken in by an older couple who encouraged her to stay in school and get an education. Brown received a four-year scholarship to Bennett College in Greensboro, North Carolina. She earned her medical degree from Meharry Medical College. In 1971, she was named director of Student Health Services at Fisk University, and joined the faculty of Meharry as clinical professor of surgery. Brown was the third black female physician to be admitted to the American College of Surgeons.

Jack Brown was born in 1940 in San Bernardino County, California. He was an only child whose father, a chief deputy sheriff, died when Jack was eight. Jack began to help out financially by mowing lawns and delivering newspapers and then began working at a grocery store when he was 13. He attended San Jose State on a football scholarship, and later served in the Navy. He worked for Sages Complete Market and, at the age of 28, was the youngest vice president in the company’s history. In 1981, he returned to his hometown of San Bernardino as president and CEO of Stater Bros. Markets. Today, Brown serves as chairman of Stater Bros. Jack Brown’s philosophy is summed up by a plaque on his desk, which states: “The time to be happy is now, the place to be happy is here, and the way to be happy is to help someone else.”

The great-grandson of a slave, Bob Brown was born in 1935 in North Carolina. He was raised by his grandmother, in a home bought with her earnings as a maid for the Southern Railroad. Brown won a scholarship to study his freshman year at Virginia Union University. When his grandparents’ health declined, however, he returned to High Point and enrolled at North Carolina A&T State University. On weekends he earned money shining shoes. After college and stints as a local policeman and a federal narcotics agent, Brown returned to High Point and opened a public relations company. When the business began to prosper, he became involved in the civil rights movement and traveled with the late Dr. Martin Luther King, Jr., to raise money for the cause. In 1968, he was appointed Special Assistant to President Nixon. Brown started and developed the U. S. Minority Enterprise Program and initiated the U. S. Government Black College Program.
The son of Italian immigrants, Joseph Bruno was the oldest of seven boys. When his father lost his job in the beginning of the Depression, Bruno went to work at age 12 for a neighborhood grocer. In 1932, he convinced his parents they should open their own grocery store. They invested their entire savings of $600 in an 800 square foot building and Joe Bruno led his parents and his brothers in the business. By 1959 Bruno’s had grown to include 10 stores. In 1968, he started Big B Discount Drug Stores. The Bruno chain went public in 1971 with a total of 29 stores. In 1972, Bruno opened Food World, a giant discount grocery store. In 1977, after 45 years in business, Joe Bruno stepped down as CEO. At the time of his retirement, there were 51 Bruno stores, 40 Big B Drug Stores, and three warehouses.

Born in Mount Vernon, New York in 1925, Art Buchwald lost his mother when he was a baby. Unable to care for his children, Buchwald’s father placed him and his three older sisters in an orphanage in New York. After that, he was raised in a series of foster homes. A child of the Depression, he worked from the age of nine until he dropped out of high school to join the Marines at age 17. He served in the Pacific during World War II, and then took classes at the University of Southern California. After three years of college, he lived in Paris and wrote a column for the New York Herald. He moved to Washington, D.C., in 1962 and began writing political satire. Within a year, he added 75 papers to his syndication roster. In 1982, he won the Pulitzer Prize for commentary. Buchwald had more than 25 of his books published.

Pearl Buck was born in West Virginia in 1892. She spent her childhood in China with her missionary parents. She returned to America at age 17 to attend Randolph-Macon College but went back to China with her husband to serve as Presbyterian missionaries and university teachers. She received a master’s degree from Cornell, where she won the Laura Messenger Prize in history on the subject “China and the West.” Her first novel, *East Wind/West Wind* appeared in 1930. Her most famous novel was *The Good Earth*, for which she won the Pulitzer Prize in 1932. In 1938, she became the first American woman to win the Nobel Prize for Literature, awarded for the biographies of her parents, *The Exile* and *The Fighting Angel*. Following a divorce from her first husband, she married her publisher, John Day, and worked as an editor in the John Day Company. She wrote more than 100 works of literature.

The son of a barber, Ralph Bunche was born in Detroit in 1904. He moved with his family to New Mexico when he was 10 in the hopes that his parents’ ill health would improve there. Both, however, died two years later. He then lived with his grandmother in Los Angeles, where he worked as a house boy for a movie actor. Valedictorian of his high school class, he attended UCLA on an athletic scholarship and supported himself working as a janitor. He earned a graduate degree from Harvard and also taught at Howard University and later at Harvard. He worked with Martin Luther King, Jr., in the civil rights movement and was also an adviser to the State Department. He served as secretary of the United Nations from 1947 to 1949, where he negotiated a settlement between Israel and the Arab states. He won the Nobel Peace Prize in 1950.
Earl Bunting*
Class of 1948
Director, National Association of Manufacturers

Dean L. Buntrock
Class of 1996
Chairman of the Board & Chief Executive Officer, WMX Technologies, Inc.
Chairman of the Board & CEO, Emeritus, Waste Management, Inc.

Carol Burnett
Class of 1988
Entertainer

Winston A. Burnett
Class of 1969
Chairman and President, Winston A. Burnett Organization Ltd.

Dean Buntrock was born in 1931 in Columbia, South Dakota, an agricultural town where his father ran a farm equipment dealership. Dean worked in the store throughout his youth. He attended a one-room school and later majored in business and history at St. Olaf College in Minnesota. His education was interrupted by his father's illness and Buntrock returned home to help sell the business. He served in the Army during the Korean War and then completed his college education at St. Olaf. Buntrock became a partner with his father-in-law in a small garbage business, which eventually merged into Waste Management, Inc. Buntrock retired as Waste Management's CEO in 1997. An ardent supporter of education, Buntrock says, “Education is the greatest gift we can give our youth. It gives them the tools they need to carve out and direct their careers and achieve whatever goals they set for themselves.”

Carol Burnett was born in San Antonio, Texas, and was raised by her grandmother. When she was seven, she moved with her grandmother to Hollywood, California, to be near her mother, who was an aspiring writer. Burnett attended the University of California at Los Angeles, but left for New York during her junior year to find work on Broadway. Five years later she starred in *Once Upon a Mattress*. Until then, she had supported herself as a hatcheck girl. Throughout the 1960s, Burnett juggled projects on Broadway and television. She starred in a number of televised specials, then, in 1967, starred in what would become the longest-running musical comedy variety show in television history, the Emmy winning *Carol Burnett Show*. Burnett’s film work includes *The Four Seasons*, *Annie*, and *Noises Off*. She advises young people to “be able to take rejection. We are all rejected, even after you’ve reached a certain level of success.”

Raised in a Harlem tenement, Winston Burnett was influenced during his youth by the Baptist church located near his apartment and by his mother, who was deeply religious. His father, a merchant seaman from Barbados who jumped ship in New York and made his home there, shared with his son his talent as a builder. Burnett studied construction technology and engineering at Manhattan Technical Institute and City College of New York, and architecture at Columbia University. By the time he received his Horatio Alger Award in 1969, he had founded and was president of the largest black-owned construction firm in the nation, with some $100 million in projects domestically and abroad. More recently, he has operated primarily outside the United States, first in Nigeria and the western coast of Africa, then in Trinidad and throughout the Caribbean. He says, “I believe it is the accomplishment of something of value that brings real wealth.”

* Deceased
Born in Memphis, Tennessee, Harold Burson was the eldest child of English immigrants. His father had been gassed in World War I and was chronically ill. His mother supported the family by selling clothes door-to-door. Burson worked in high school for a Memphis newspaper. A gifted student, he graduated from high school at the age of 15 and attended the University of Mississippi. In 1940 he became the public relations director for H. K. Ferguson Company. He served with the Army at the end of World War II and reported on the Nuremberg Trials. In 1946, he set up his own public relations firm, which in 1953 became Burson-Marsteller. Today, Burson-Marsteller is the world’s largest public relations firm. PR Week’s survey named Burson “the century’s most influential PR figure.” His recognition is a culmination of more than 50 years of counseling corporate CEOs, government leaders, and heads of public sector institutions.

John Allan Bush started working for the Brown Shoe Company in his late teens, assisting in shoemaking and cost supervision of the factory office. He was promoted to assistant in the advertising department and then sold shoes on the road in southern Ohio. He later became superintendent and then buyer. He persuaded his company to purchase the rights to the Buster Brown name, and the brand was introduced to the public at the 1904 St. Louis World’s Fair. The logo is still used on Brown shoes today. John Bush went on to serve as chairman of the board of the Brown Shoe Company.

Born in North Carolina in 1917, Byrd’s mother died before he was a year old. He was adopted by an aunt and her coal-miner husband, Dalton Byrd, and grew up in the coal camps of West Virginia. In 1946, he was elected to the West Virginia House of Delegates, and then served in the West Virginia Senate, and then the United States House of Representatives. Finally, in 1958, he was elected to the U. S. Senate. Byrd earned his law degree from American University after 10 years of night classes. He has served as Senate Majority Leader and as Senate Minority Leader. He has, in fact, held more leadership positions in the U. S. Senate than any other Senator in Senate history. In 2000, he was elected to the Senate for an eighth consecutive term, making him the only person in history to achieve that milestone. In 2001, the West Virginia Legislature named him “West Virginian of the 20th Century.”

Sherian Cadoria was born in 1940 in Marksville, Louisiana, where her parents worked as tenant farm laborers. Cadoria picked cotton as a child and was taught by her mother to revere education. Throughout her school years, Cadoria cleaned houses to help with finances. She earned her undergraduate degree from Southern University in Baton Rouge. Cadoria joined the Army as an officer and spent more than two years in Vietnam. She was the first woman to command an all-male battalion, and the first African-American woman director for the Joint Chiefs of Staff. In 1990, following 29 years of distinguished service, Cadoria retired from the Army with the rank of Brigadier General. She was the highest-ranking black woman in the Women’s Army Corps. As a public speaker, Cadoria tells her audiences, “Do what you are supposed to do, when you are supposed to do it, the way you are supposed to do it to the best of your ability.”
Herman Cain was born in Tennessee in 1945, but raised in Atlanta. He slept on a roll-away bed in the kitchen until he was in the eighth grade. Encouraged by his teachers, he attended Morehouse College in Atlanta. After earning a degree in math, Cain worked for the Navy Department as a mathematician. He earned a master’s in computer science from Purdue University, and then worked for Coca-Cola as a business analyst. In 1986, Cain was appointed president of the then-ailing Godfather’s Pizza, Inc. He made the chain profitable in less than two years and then became Chairman of the National Restaurant Association. While continuing as President and Chairman of Godfather’s Pizza, Inc., Cain became a national keynote speaker. The CEO of THE New Voice, Inc. and New Voters Alliance, Cain hosts the nationally syndicated radio talk show “The Bottom Line with Herman Cain.”

James R. Caldwell was born on a small tobacco farm in Enfield, Connecticut. He paid his way through Georgetown University by tutoring. He served with the Navy during World War I and then resumed his studies at Trinity College. At age 27, with a background in rubber chemistry, he became a vice president of Seamless Rubber Company. His knowledge of rubber’s ability to wear well, hold color, and be molded led him to the idea for a line of molded rubber products for use in the kitchen. Although the Depression had hit, Caldwell resigned his vice presidency and moved his family to Norton, Massachusetts, where he contracted to have the first of his rubber products molded. He sold these items door to door, and then moved to Akron, Ohio—the center of the rubber industry. He took over a plant that was making balloons and began mass producing his products. His company became known as Rubbermaid, Inc.

Wofford B. Camp was born on a farm in Cherokee County, South Carolina, Wofford Camp was the fifth of eight children. The family’s cash crop was cotton, which never generated more than $1,000 annually. After eighth grade Camp decided to go to college without a high school diploma. He took examinations that won him a scholarship to Clemson College. He graduated in 1916 with a degree in agronomy. The U.S. Department of Agriculture sent him to California to develop a reliable source of cotton that the Air Corps needed to cover the wings of the newly emerging airplane. In 1928, Camp joined Bank of America as head agricultural appraiser. After five years, he joined the Roosevelt administration to assist with drafting and operating the Cotton Program. In 1936, he returned to California to begin his own farming operations, which prospered and expanded to include farms in South Carolina and Washington.

Cantrell, a Georgia native who was born during the Depression in 1935, was the son of a Baptist minister and teacher. After graduating as valedictorian, Cantrell joined the Naval Reserves. In 1955, he graduated with highest honors as an electronics technician from Southern Technical Institute in Georgia. He went to work for Lanier, a small business products company, as a salesman and service technician. For the next 11 years, he worked his way up in management, becoming a vice president in 1966. He joined the board of directors for Oxford Industries, Lanier’s parent company at the time. By 1977, he was named president of Lanier Business Products. When the Harris Corporation bought Lanier in 1983, Cantrell was named president of Harris/Lanier. Harris joined 3M Document Products in 1987, and Cantrell became president and CEO. Two years later, he became president and CEO of Lanier Worldwide, Inc. In 1999 he became chairman and CEO.

* Deceased
Carlos H. Cantu
Class of 1997
President and CEO, ServiceMaster Company, L.P.

The son of Mexican immigrants, Carlos Cantu lived a humble life in Brownsville, Texas. In high school he served as vice president of his junior and senior class, and was co-captain of the football team. In 1951, he entered Texas A&M, and majored in agricultural economics. To earn his way through school, Cantu worked for the athletic department as a janitor. Later, he worked for the U.S. Department of Agriculture. After graduation he joined a cotton trading firm, operating from Mexico and Central and South America. Eventually, wanting to return to the United States, Cantu took a job in Indianapolis as branch manager of a Cook subsidiary, Terminix. By 1978, he was named president and COO of the company. In 1986, Terminix was sold to ServiceMaster and Cantu became president and CEO of that company in 1994. At the time he was one of only six Hispanics to head a Fortune 500 company.

Nick A. Caporella
Class of 1979
President & CEO, Burnup & Sims, Inc.
Chairman and CEO, National Beverage Corporation

The son of Italian immigrants, Nick Caporella was born in a rural mining community in Pennsylvania. He worked at odd jobs from the time he was 11 and by the time he was in high school assumed responsibility for the second mortgage on his family's home. At the age of 22, he invested his entire savings of $250 to begin his own construction firm. Located in Puerto Rico, his business thrived. He sold his operation and returned to the United States, where he began another site preparation business. Soon, it was the largest business of its kind in Florida. Currently, Caporella serves as chairman and CEO of the National Beverage Corp. He is credited with making National Beverage a multi-billion dollar business. Caporella, who enjoys piloting himself to business meetings on his corporate jet, says an entrepreneur must possess four qualities: self-confidence, perseverance, compassion, and desire.

Chester Carlson
Class of 1966
Inventor, Xerox Corporation

Chester Carlson began working at the age of 12 in San Bernardino, California, to help his parents, who both had tuberculosis. By the time he was 14, he was the family's chief financial support. Despite the death of his mother when he was 17, Carlson managed to earn a degree in physics in 1930 from the California Institute of Technology. Later, while working as a patent attorney in New York, he became frustrated with the inconvenience of obtaining extra copies of documents. In 1935, he set out to invent a machine into which one could feed an original, push a button, and get a copy. He worked for three years on his invention. On October 22, 1938, he developed the world's first electrostatic copying process. This process was later named xerography. Carlson joined the Haloid Company, which became Xerox, in 1961. They produced their first copier in 1950.

Curtis L. Carlson
Class of 1979
President & Chairman of the Board, Carlson Companies, Inc.

The son of a Swedish immigrant, Curtis Carlson grew up working in his father's small grocery store in Minneapolis. He also ran a corner newsstand, where he developed his flair for salesmanship. He earned a degree in economics from the University of Minnesota and took a sales job with Procter & Gamble. After less than two years there, Carlson left to pursue his idea of a trading stamp company. He invested his $55 rent money to launch the Gold Bond Stamp Company in 1938. By 1951, Gold Bond was in 11 states. In 1962, Carlson expanded into the hospitality industry and bought his first Radisson hotel. Today, Carlson Companies is one of the largest privately held corporations in the country whose brands, in addition to Radisson, include Park Plaza Hotels, Country Inns & Suites, T.G.I. Friday's, Carlson Wagonlit Travel, and much more. Carlson Companies is a global leader in marketing, travel, and hospitality industries.

* Deceased
Edward Carlson was born in Tacoma, Washington, but raised in Seattle following his parents’ divorce. He worked at odd jobs to help his mother. In 1928, he enrolled at the University of Washington and began his first job in the hotel industry as a pageboy in Seattle’s Benjamin Franklin Hotel. He left college before graduating, and continued to advance in the hospitality industry. By 1936, he was manager of a small hotel and later became manager of the Navy’s Seattle’s Rainier Club. He advanced to the rank of lieutenant commander in the Supply Corps. In 1946, he became assistant to the president of Western Hotels, and by 1969 he was chairman of the board. In 1970, Carlson became a director of Western International and UAL, Inc., the parent company of United Airlines. In 1975, he became chairman of the board and CEO of UAL, Inc. and United Airlines.

J. H. Carmichael was a Michigan farm boy when he decided to make aviation his career. In 1926, at the age of 19, young “Slim” Carmichael went to Chicago to take flying lessons. After only six hours of solo flight, he qualified as an instructor, and then worked for a time as a teacher. He then became an airmail pilot, stunt flyer, crop duster, and barnstormer. Eventually he settled down as an airline pilot, and became chief pilot of Central Airlines. Carmichael’s enthusiasm for flying and the “air age” never waned, and he soon became vice president in charge of operations. In 1946 he was made executive vice president, and he later became president of the company, by then called Capital Air Lines. By 1957, Capital had become one of the nation’s leading airlines with approximately 7,500 employees and annual revenue slightly over $94 million.

Paul Carnahan was orphaned at age 14. He moved to Beaver Falls, Pennsylvania, as a child and went to work at age 16 as a collector for an insurance company. Subsequently, he worked as a substation attendant for a traction company. Carnahan got his start in the steel industry at Bethlehem Steel Corporation. In 1933, he joined Great Lakes Steel Corporation as an operator in the blooming mill. His ability and determination to succeed were apparent and promotions followed rapidly. In 10 years, he became mill superintendent. By 1954, he was president of Great Lakes Steel Corporation. He was National Steel’s president from 1961 to late 1963 before becoming its vice chairman. He was named chairman and CEO in November 1964.

Benjamin Carson was born in Detroit. His parents divorced when he was eight and his mother worked several jobs to keep them off welfare. Inspired by the missionaries who visited his church, Carson dreamed of being a doctor. He attended Yale University on a scholarship and graduated with a degree in psychology. He earned his medical degree at the University of Michigan. Carson became the first black neurosurgery resident at Johns Hopkins Hospital. At age 32, he was named director of pediatric surgery—the youngest director in the hospital’s history. In 1987, Carson led the team that separated the Binder twins, who were joined at the head. He also performed the first intra-uterine procedure to relieve pressure on the brain of a hydrocephalic fetal twin. Today, Carson is one of the most noted neurosurgeons in the world. He is the author of several books, including *The Big Picture, Think Big,* and *Gifted Hands.*

* Deceased
Lester W. Carter*
Class of 1956
President, American Hotel Association

Lester W. Carter began his career as a bellboy. He dreamed of managing a hotel one day, but his career was interrupted briefly during World War II. While he was overseas, he joined the Fred Harvey organization so that he could learn about the food service industry. After returning to the United States, he joined a partnership and built the Frontier Hotel in Cheyenne. It prospered, and through skillful investment Carter acquired control of a series of hotels, forming the Western Hotel chain. At the time, Carter and his partners built hotels and apartment buildings. By 1970, Western Hotels had 38 locations and was one of the nation’s leading independent hotel operators. At that time, the partners in the corporation separated—with one branch becoming Great Western Hotels (now known as Best Western) and the other stayed with apartment management. Lester Carter later became president of the American Hotel Association.

Thomas Carvel*
Class of 1957
President, The Carvel Company

Thomas A. Carvel was born in 1906 in Athens, Greece. He came to New York with his parents when he was five. During his youth he worked as a shoeshine boy, canvasser, automobile mechanic, and sales manager. Wanting to go into business for himself, he began selling custard from the back of a truck. In 1934 Carvel created a new tube-type ice cream freezer, designed specifically for the soft ice cream industry. In 1947, his Carvel ice cream stores became the nation’s first retail ice cream franchise. Carvel is credited as the first to introduce the marketing concept of “Buy One Get One Free.” Then, in 1954, Carvel was the first in the industry to develop the gift certificate concept. A year later, he became the first CEO to advertise his products on radio and television. Carvel passed away in 1990. Today, his business has joined Cinnabon and Seattle’s Best Coffee International.

Roy J. Carver*
Class of 1976
Founder and Chairman, Bandag, Inc.

Roy Carver grew up Mercer County, Illinois. His early jobs included a paper route and working at a lab after school. A gifted student, he was awarded a full scholarship to the University of Illinois. He earned a degree in engineering and then worked as a technical assistant to state purchasing officials. One of the products he evaluated was self-priming pumps. Convinced he could build one better than any others on the market, he quit his job and invested his small savings into building his version. With the onset of World War II, Carver received his first large order from the British. When the U.S. entered the war, they too purchased his pumps. Later, he formed Carver Foundry Products, introducing new European techniques to the United States market. In 1956, he purchased the U.S. rights to produce Bandag retread tires. The quality of his retread tires upgraded the standards of the entire industry.

Johnny Cash*
Class of 1977
Entertainer

The fourth of seven children, Johnny Cash was born in Kingsland, Arkansas. To help his family, he worked during his youth plowing fields and picking cotton. After serving in the Air Force, he studied radio announcing and sold appliances door to door—an experience that later inspired one of his many hits, “I Walk the Line.” Cash auditioned for Sun Records in 1955 and was accepted for recording if he could write a song for the flip side. He wrote “Cry, Cry, Cry.” His record sold 100,000 copies in six weeks. During his 40-year career, Johnny Cash became the only entertainer in history to have been inducted in the Songwriters Hall of Fame, the Country Music Hall of Fame, and the Rock and Roll Hall of Fame. Dozens of his hit records have become American standards, including such favorites such as “Folsom Prison Blues,” “Big River,” and “A Boy Named Sue.”

* Deceased
Bernard Castro, an Italian immigrant, arrived in this country in 1919 at age 15. Although he knew no English and was a stranger in a new world, he had ambition and energy. He went to night school to learn English, and spent many hours working as an apprentice upholsterer. This experience taught him the secrets of furniture design. In 1931, in the midst of the Depression, he borrowed $300 to launch his own business. His company, Castro Convertibles, was the first to introduce the modern sofa bed mechanism and in the post-World War II era became one of the largest furniture retailers on the East Coast. In 1963, Castro was the world's largest manufacturer of convertible furniture selling directly to the consumer. The company had 46 showrooms located between Massachusetts and Florida and six large factories. Today it has been consolidated into another furniture company.

The sixth of seven children, Cathy was born in 1921 in Eatonton, Georgia, where his father's income was supplemented with boarders taken into their home. After high school, Cathy served in the Army. Anxious to own a business, Cathy sold his car and pooled his money with his brother, Ben. They built a small restaurant, the Dwarf Grill, in Atlanta. After developing a popular chicken sandwich for his restaurant menu, and after two decades in the restaurant business, Cathy opened the first Chick-fil-A® restaurant in 1964. He is credited with selling the first fast food chicken sandwich. By 1967 the restaurant became a chain. Cathy helped pioneer placing fast food restaurants in shopping malls. His first free-standing Chick-fil-A restaurant opened in 1986. Today, there are more than 1,200 restaurants and the chain is the second largest chicken restaurant in the United States. Truett Cathy recently celebrated 60 years in the restaurant business.

Harry Chaddick grew up as a poor boy in a family of nine on Chicago's West Side. He left grammar school at age 14. His parents obtained a working certificate for him and dropped him off on a street corner in Chicago's Loop with instructions to find work. He secured a job at $8 a week as an errand boy for a drug store chain. He worked hard during the day, and at night he went to school to study business administration. He entered the trucking business using an ancient rig that he drove himself. He built this business into one of the nation's largest motor freight companies. Turning to real estate at age 62, Chaddick was one of Chicago's most dynamic developers, with more than $250 million projects to his credit within the City of Chicago. Chaddick was the author of zoning ordinances that now serve as a model for cities.

Born in 1942 in Newark, New Jersey, Ray Chambers and his family lived in a house that was shared with three other families. Chambers worked as a boy delivering newspapers and helping in a candy and news store in Newark. He attended Rutgers on a scholarship and supplemented his income with a band he formed called The Accidentals. He earned a degree in accounting and then joined Price Waterhouse as a junior accountant. He earned his master's at night at Seton Hall University. In 1968, he and a partner formed Financial Advisory Group, which joined forces with Metrocare Enterprises. In 1981, Chambers formed a partnership with William E. Simon and together they began the movement of leveraged buyouts. Chambers says, “Being successful in business is only a small factor in determining one's degree of happiness and satisfaction. Giving of yourself to others is the most effective path to success.”
Marvin Chandler was born and raised in the Boston area. He attended Brookline High School and Philips Exeter Academy. In his second year at Dartmouth, just at the outset of the Depression, Chandler’s father died. What had been a fairly comfortable childhood abruptly came to an end. Chandler became a tutor and wrote for a newspaper to pay his way through the rest of college. While employed by Poor’s Publishing Company, he attended Harvard Business School. After World War II, he and two partners founded Reis & Chandler, an advisor to large institutional investors and utility companies. In 1954, he became CEO of Northern Illinois Gas Company in Chicago. In 1975, the company appointed him chairman. When he retired in 1975, Northern Illinois Gas was the nation’s sixth-largest gas distribution company. He says, “Giving back is important. At the end of your life you should feel you are leaving the world a bit better for having lived in it.”

R. Carl Chandler worked in a grocery store after school while maintaining an A average in his schoolwork. He was class president, valedictorian, best all-around bandsman, and won a statewide oratorical contest sponsored by the Baptist Church. During college at Georgia Tech, Emory University, and Atlanta Law School, he competed in boxing, football, and debate. After serving as a naval officer in nine major invasions in the Pacific during World War II, he began work with the Mead-Atlanta Paper Company and the Union Bag-Camp Corporation. He was vice president in charge of sales when he left Union Bag to become chairman of Standard Packaging in 1955. In 10 years, he expanded this highly diversified company from 6 divisions with sales of $24 million to 27 divisions and sales exceeding $154 million.

Doris Kelley Christopher was born in 1945 near Chicago. She majored in home economics at the University of Illinois at Champaign and married her high school sweetheart following graduation in 1967. After briefly teaching, she started her family and soon wanted to develop a job where she could stay home with her children. With a $3,000 loan from a life insurance policy, she started The Pampered Chef® from the basement of her home, where she kept a supply of small quality kitchen tools she sold through hosted home parties. In 1980, her first kitchen show yielded four bookings. By the end of her first year, she had recruited 12 sales people and was on her way to establishing a major American business that today includes 70,000 sales consultants. Her book, *Come to the Table*, celebrates the family mealtime and its positive impact on family life.

Arthur Ciocca was born in the late 1930s in Tarrytown, New York, an area largely populated by immigrants or first-generation Italian families. In high school, Ciocca worked in heavy construction during the summer to pay his tuition to a Catholic school that was three public bus rides away. Throughout his years at the College of the Holy Cross he did clerical work in a bank. Following graduation, he served in the Navy, and then pursued a graduate degree at Roosevelt University in Chicago. In 1975, serving as president of Franzia, a division of Coca-Cola, Ciocca managed a leveraged buy out of the company and renamed it The Wine Group, Inc. Today, his company is the third largest wine company in the nation. He says, “You can do anything in the world you want to do if you are willing to set a goal and work hard.”
Catherine Taft Clark was born in 1907 in Whitewater, Wisconsin. Her father died when she was eight. Her mother cleaned houses and took in laundry to support the family. When she was old enough, Clark assisted her mother and worked in the principal's office after school. She graduated as valedictorian of her high school class, moved to Milwaukee to work in a department store, and then married. In 1946, unhappy with the quality of bread products available in the grocery stores, Clark convinced her husband they should mortgage their home so that she could start a bakery. Her products, based on a family recipe, were a huge success and by 1954 she was in large-scale production with a full-sized plant. In 1972, Clark sold her Brownberry Ovens company to the Peavey Company for $5.5 million. She remained chairman of the board of Brownberry and was the first woman on Peavey's board of directors.

Mary Higgins Clark was born in the Bronx in 1929. Her father died when she was 10 and her mother was forced to sell their home to pay off debts. Later, Clark went to secretarial school and worked for an advertising agency to help with family finances. She worked one year as a stewardess then married and began writing short stories. Eight years later her husband died unexpectedly. To support her five children, Clark began writing radio scripts, then books. At the age of 44, she enrolled in Fordham University. She graduated with honors. Her first suspense novel, A Stranger Is Watching became a best seller. Today she has written 24 novels and sold more than 80 million copies in the United States. Her worldwide best sellers include: The Cradle Will Fall, A Cry in the Night, Stillwatch, and Weep No More, and My Lady. In 2002, she wrote her memoir, Kitchen Privileges.

Born in 1934 in a tin-roofed house on a sharecropper's farm in Tennessee, Jim Clayton was five when he began dragging cotton rows using a log pulled by a mule. At the age of 12 he had his own cotton patch. He worked his way through the University of Knoxville and earned a degree in engineering. Later, he hosted a variety show called "Star Time." During his 16 years with the show he earned a law degree. In 1966, he decided to enter the manufactured housing industry. He started with one charred mobile home that he and his parents renovated and resold. Worth more than $1 billion today, Clayton Homes is the most profitable in the manufactured housing industry. In 2002, Clayton sold his company to Warren Buffett, who was inspired to make the purchase after reading Clayton's autobiography, First a Dream. Today, Clayton heads Clayton Bancorp, a group of banks in Tennessee.

The youngest of nine children, Foots Clements was born in 1914 in Tuscaloosa County, Alabama, where his parents were farmers. He went to work early in life hoeing cotton, painting houses, and selling magazines. While in high school, a growth spurt and large feet earned him the nickname he would go by for the rest of his life. He attended the University of Alabama, working his way through by digging ditches and working as a butcher. Following college, Clements joined Dr Pepper as a zone manager in 1935. He advanced steadily through the ranks of management. In 1964, he was named chairman and CEO. Clements is recognized as the catalyst of the company's significant growth throughout the 1960s and 1970s. He is also credited with opening the company's international market. A past president of the Horatio Alger Association, he is a recipient of the Norman Vincent Peale Award.

* Deceased
William P. Clements, Jr.
Class of 1982
Former Governor, State of Texas

William Clements was born in Dallas. He got his start in the oil fields beginning as a roughneck and driller at age 20. He attended Southern Methodist University for two years and then served during World War II in the Army Corps of Engineers. In 1947, he acquired two used drilling rigs and began building his company, SEDCO, into the world’s largest oil and gas drilling entity. Clements took a leave of absence from his company to serve as Deputy Secretary of Defense in the Nixon and Ford administrations. Two years after leaving that post, he won the Texas governorship in 1979. After losing re-election in 1983, Clements came back to win again in 1987. He retired after completing his second term in 1991. Attributing his successes to high energy, Clements says, “I believe that high energy, dedication, and integrity are the secrets of success.”

Max Coffman*
Class of 1967
President, Mammoth Mart, Inc.

One of eight children born to immigrant parents who settled in Quincy, Massachusetts, Max Coffman started working at an early age as a delivery boy for local grocery stores. After high school, he began his education in the retail field by working for a local department store while attending Northeastern University at night. In 1935, he joined the predecessor company of Food Fair, and had the primary responsibility of opening new stores. Two years later, he was recruited by Stop & Shop, a leading New England food chain. In 1946, Coffman ventured out on his own, operating a small chain of retail stores in New England. About 12 years later, he opened the first Mammoth Mart. In 1977, Coffman sold his business, which at the time included 90 stores along the East Coast. He went on to found Coffman Realty, Inc., a full service real estate development company.

David C. Collier
Class of 1979
Group Vice President, General Motors Corporation
CEO, Retired, Operating Staffs, General Motors Corporation

David Collier was born in Hardisty, Alberta, Canada, in 1929, the day after the great stock market crash. He was one of five children born to a traveling Nazarene preacher. Young Collier helped his family financially by selling newspapers and polishing marble in a monument factory. He also worked in a creamery. By the age of 19, he had earned a teaching certificate from the University of Alberta and was educating 28 youngsters from grades one to nine in a one-room schoolhouse. He contracted tuberculosis and spent nearly two years fighting and recovering from the debilitating disease. He then completed his undergraduate degree at the University of Montana in 18 months. After completing a degree at the Harvard Business School, he joined General Motors as their comptroller. Collier steadily rose through the upper management ranks at GM. When he retired in 1984, he was chief executive in charge of the operating staffs.

Carr P. Collins*
Class of 1964
Chairman, Fidelity Union Life Insurance Co.

Carr P. Collins’ mother died when he was a child. He worked in the fields, delivered newspapers, taught, and was a news “butch” on a train. He lived with various relatives in his hometown of Chester, Texas. By saving money, he was able to attend business college. After graduating, he entered the insurance industry as secretary to the Texas Employer’s Insurance Association and was a partner in an insurance management firm. In 1927, he organized the Fidelity Union Life Insurance Company. A staunch supporter of education, Collins donated more than $1 million and a $10 million-plus endowment to Baylor University. He served as regional director of the United Negro College Fund and headed a campaign to raise $1 million for the Bishop College for black students. Having deep religious convictions, Collins organized and became president in 1963 of the $50 million investment firm, Baptist Foundation of Texas.

* Deceased
The son of an engineer, James Collins was 11 when his father built a house for the family. Young Collins earned 50 cents a day to help with the construction. He saved $40, which he used to buy a horse. To feed the horse, Collins took out a bank loan for $45. He bought enough hay to feed his horse for a year, and then repaid his loan out of his paper route earnings. Collins joined the Navy after high school and served during World War II. He attended the University of California at Los Angeles, working his way through as a dishwasher. In 1952 he opened Hamburger Handout. By 1960, he had four stands when he bought his first Kentucky Fried Chicken franchise. By 1968, he had opened 240 stores and owned 25 of them. Under Collins Foods, Collins was also a majority stockholder of Sizzler Restaurants International, Inc.

John Colloton was born during the Depression in a small town in Iowa. His father, who worked for the Milwaukee Railroad, was forced to leave the family for two years to recover from tuberculosis. During that time, Colloton worked with his siblings to help the family survive financially. Later, he worked his way through Loras College, earning a degree in business administration. He served in the Army during the Korean War, and then earned a graduate degree in hospital administration at the University of Iowa. In 1956, Colloton joined the University of Iowa Hospitals and Clinics, and was named director and CEO in 1971. He served with distinction for 22 years in that position, and directed a $500 million capital program that helped make UIHC one of this nation’s premier as well as largest teaching hospitals. In 1988, the Association of American Medical Colleges elected Colloton as its chairman.

John Connally, Jr., was one of seven children born in Floresville, Texas. As a youngster he delivered milk from a dairy truck in exchange for dairy products for his family. He attended the University of Texas at Austin, where he also earned a law degree. He served in the Navy during World War II. In 1948, Connally assisted in Lyndon Johnson’s successful bid for the Senate. In 1961, President Kennedy appointed him 58th Secretary of the Navy. In 1962, he was elected governor of Texas. A year later, he was critically wounded while riding in President Kennedy’s car when he was assassinated in Dallas. In 1969, Connelly returned to a private law practice. President Nixon named him Secretary of the Treasury in 1971. Two years later he returned to practicing law and ran his own cattle ranch. Connelly ran unsuccessfully for the Republican nomination for the 1980 Presidential race.

At the age of 16, Armando Conti left his native town of San Giacomo, Italy. When he arrived in the United States, he was sent to West Virginia, where he worked in a coal mine while studying English at night. Seven years later he went to Trenton, New Jersey. He worked for an automobile sales agency for several years, and eventually opened an auto sales agency of his own. He later sold this business and joined the newly organized Trenton Beverage Company as a sales executive. Within three years, Conti became the company’s president. He entered into the civic and philanthropic work of the city. During World War II, under Conti’s able direction, the beverage company sold more than $5 million worth of government bonds and was the first business firm to send a private ambulance overseas. Conti later organized the Armcon Corp., a real estate firm, and Seaboard Excavators Corp.

* Deceased
Helen K. Copley*
Class of 1990
Chairman of the Corporation and CEO, Copley Newspapers

Born Helen Kinney in 1922 in Cedar Rapids, Iowa, Copley was the daughter of a signal supervisor on the Rock Island Line. After high school, Copley took a job in the accounting office of the Borden Company in Cedar Rapids, then moved to California to work for the Santa Fe Railroad. Next, she became a secretary with Copley Newspapers. She worked her way up to the position of secretary to the publisher, James S. Copley, whom she eventually married. After eight years of marriage, Copley's husband died and she was forced to take over as publisher. It wasn't an easy transition. Copley worked tirelessly to pay off debts and assure internal managers that the company would survive. Soon, Copley presided over one of the world's largest privately held newspaper groups, which includes the San Diego Union Tribune. Copley was the first woman elected to the board of directors of the California Chamber of Commerce.

Dean A. Cortopassi
Class of 2005
CEO, San Tomo Group

The son of an Italian immigrant, Dino Cortopassi was born in 1937 in Stockton, California, where his family lived on a farm. Ten years later, they moved to a working-class Italian neighborhood, and Cortopassi and his father commuted to work on their farm. A bout with rheumatic fever at age 18 left Cortopassi with a damaged heart valve and he suffered a mild heart attack. Unable to do physical labor, he attended a two-year agriculture course at the University of California-Davis. He worked for the Pillsbury Company, where he developed a keen sense of markets and business, and also began farming part-time with his brother on 65 rented acres. Over the next 20 years, Cortopassi Farms grew to include 10,000 acres. Later, Cortopassi became the full owner of Stanislaus Food Products, which has become the largest "fresh-pack" cannery in the world and the market-share leader of tomato products for Italian restaurants throughout the United States and Canada.

Alec P. Courtelis*
Class of 1993
Chairman of the Board, Courtelis Company

Alec P. Courtelis was born to Greek parents in Alexandria, Egypt in 1927. At the end of World War II, Courtelis came to the United States and enrolled in the University of Miami. To fund his studies, he worked on construction jobs, cleaned dance clubs, and did lawn work for a couple in exchange for room and board. He earned a B.S. in civil engineering and practiced in that field for five years before starting a construction business with several partners. Courtelis later bought his partners out and continued running the company. The Courtelis Companies were responsible for major real estate projects throughout Florida. Courtelis served as chairman of the Board of Regents of the Florida State University System. In addition, he was involved in national politics and raised Arabian race horses.

Thomas E. Courtney*
Class of 1950
President, Northern Illinois Corporation

Thomas Courtney grew up in Chicago, where his first job was selling newspapers on a busy street corner. Later, he made extra money washing cars. In 1922, without a formal education, Courtney formed Northern Illinois Corporation of DeKalb, Illinois, a multi-million-dollar finance organization. Under his supervision, Courtney's organization granted small to large loans for anything from renting a room to building a complete factory. Courtney won the Army and Navy "E" award for his significant defense contributions.

* Deceased
Tom Cousins was born in 1931 in Georgia, but moved so much for his father’s jobs that he was in high school before he spent more than two years in the same town. As a boy, he made money cutting grass and later worked for a drug store as a soda jerk and then as a lifeguard. An able student, he graduated from high school at the age of 16 and then went to the University of Georgia, where he earned a business degree in 1952, and then served in the Air Force during the Korean War. Upon his return, he worked for the manufactured housing industry in Atlanta. Three years later, Cousins invested $2,500 and co-founded his own development company. Cousins Properties Incorporated became one of the most prominent real estate investment trusts in the country. Now retired from business, Cousins works with his family foundations to revitalize inner-city neighborhoods and fund educational scholarships for at-risk youth.

Jenny Guidrox was born the youngest of six children to parents in Depression-era New Orleans. She developed an interest in nutrition and fitness and became a gym manager. She later started her own gym called Healthetic. Sid Craig was born in Vancouver, British Columbia, Canada, but grew up in Southern California. He paid his way through Fresno State College (now California State University at Fresno) by giving lessons at Arthur Murray Dance Studios. Craig acquired five Arthur Murray franchises, which he sold in 1970. He then bought a half interest in Body Contour, Inc. After Jenny sold her gym, Craig hired her to serve as his director of operations. They married in 1979 and sold Body Contour in 1982. They launched their new weight-loss program, Jenny Craig®, in Australia. Over the next 20 years, the business grew into one of the world’s largest weight-management companies with 800 centers in the United States, Australia, New Zealand, Canada, and Puerto Rico.

Robert Crandall was born in 1935 in a small community in Rhode Island. Due to his father’s work, the family moved often and Crandall attended 14 schools in 12 years. He earned a scholarship to the College of William and Mary in Virginia, where he worked in an historic tavern to help with expenses. Later, he transferred to the University of Rhode Island and earned a degree in business administration. As an Arthur Young Scholar, he attended the University of Pennsylvania’s Wharton School of Business. He held management positions with Eastman Kodak, Hallmark, and TWA, then joined American Airlines as their chief financial officer. He became president of the company in 1980, the year the airlines industry was deregulated. Crandall is noted for restructuring American’s fleet, which gave the company more flexibility in its route system. He also created the industry's first frequent flyer program.

The son of an Irish immigrant, John Crean was born in North Dakota, but moved with his family to California during the Depression. Crean served in the Navy and Merchant Marines during World War II, and then worked on the assembly line of a trailer factory. Soon he was put in charge of production. Crean then worked for a Venetian blind business. He later designed and built a better blind, obtained a patent, and went into business. He used the profits of this enterprise to fund Fleetwood Enterprises, Inc., which builds trailers and mobile homes. Demand for his products waned in the 1950s, and Crean faced bankruptcy. But with President Eisenhower’s interstate highway system, the demand for recreational vehicles soared. Today, Fleetwood Enterprises is one of the nation’s largest producers of recreational vehicles, and is a leader in the building, retailing, and financing of manufactured homes.

* Deceased
Born on the outskirts of Dallas, Trammell Crow was the fifth of eight children. After graduating from high school in 1932, he became a runner for a Dallas bank and attended Southern Methodist University at night, earning a degree in accounting. He worked as a CPA, then joined the Navy as an accountant in 1940. In 1946, he left the Navy and began building warehouses, which established the Trammell Crow Company. Within a few years, he was the largest real estate developer in Dallas, and was beginning to expand into Atlanta, Denver, and other major cities. Notable in his real estate career is his development of the Dallas Market Center, the largest trade and merchandise mart in the world, and the prototype from which subsequent marts have been drawn. In addition, he originated the concept of atriums in modern buildings, which is a common practice today. Crow also founded the Wyndham Hotel chain.

Mary Crowley was born in 1915. Her mother died when she was 18 months old and Crowley was sent to live with her grandparents on a wheat farm in Missouri for five years. She then lived with her father and stepmother for a time, but problems with her stepmother returned her to her grandparents. Years later, divorced and with two children to support, Crowley got a job in Dallas and attended Southern Methodist University at night. She worked in sales at Stanley Home Products and for an importer of home accessories. These experiences spurred her to develop her own business. In 1957, she founded Home Interiors and Gifts, which sells directly to customers through a home party plan. Her business became a successful enterprise, which today includes 100,000 sales consultants in the United States, Canada, Mexico, and Puerto Rico. Crowley was the first woman to serve on the Dallas Chamber of Commerce.

Henry Crown was born in Chicago in 1896. After being fired from his job as a shipping clerk for dispatching a load of sand instead of gravel, Henry Crown and his brothers, S. R. and Irving, founded a material supply firm in 1919, which they steadily built into the Material Service Corporation—one of the country’s leading construction companies. At the age of 45, Crown served in the Army Corps of Engineers during World War II. Upon his return, Colonel Crown began to diversify his business interests, which included defense contracting, mining, farming, trucking, and recreation. His company was part owner of the Chicago Bulls and the New York Yankees. He had a significant stake in General Dynamics, ALLTEL, Crown Theaters, and real estate—including the purchase of the Empire State Building in 1951 for $51.5 million. He built Henry Crown and Company into one of the leading investment groups in the nation.

Hugh Roy Cullen was born in 1881, Hugh R. Cullen started working in a candy factory at the age of 12 to support his mother. Eventually he became a respected cotton buyer in Houston. Later, he became interested in the search of oil using the “creekology” method, which required digging deeper for oil. His search led to profitable discoveries and in 1928 he formed the South Texas Petroleum Company. He sold his company to Humble and used the proceeds to start Quintana Petroleum in 1932. Within a year, he discovered the Tom O’Connor field, the largest oilfield in Texas. In 1936, after his only son was killed by a falling oil derrick, Cullen funded a building in his son’s name at the University of Houston. Eventually he took the school from one building to nine colleges with 45 buildings on 250 acres. By the time of his death in 1957, Cullen had given away 93 percent of his fortune.

* Deceased
Born in South Dakota in 1893, Emmett Culligan attended two years of college, then served in World War I. In the 1920s he worked for a water softening firm. After moving to Porter, Minnesota, he began working on his own water softening invention. He perforated the bottom of a coffee can and then filled it with green sand. He used this "softened" water to wash his baby's diapers and was pleased with the results. He took his invention to a local blacksmith who manufactured his invention. Culligan offered the man a partnership, but the blacksmith turned him down. Culligan went on to develop a water softening business in the middle of the Depression. Eventually, he conceived of selling his soft water service through franchised dealers, rather than selling water softening devices directly to home owners. His ad phrase, "Hey Culligan Man!" became well known throughout the country. Today Culligan has more than 1,300 dealerships worldwide.

George Cullum. was born in 1895 into a large, poor family. He left school in the tenth grade to help support his family. He held a variety of odd jobs in his early working years, including delivering groceries, digging ditches, driving mules, and reading meters. During his early married life, Cullum and his wife traded cows and calves and remodeled and sold houses for a living. In 1922, he entered the construction field with his brother, W. G. Cullum, but the Depression left them deeply in debt. A great innovator and hard worker, Cullum overcame their losses and saved their company. He served his community as a member of the Rotary Club and as a trustee and member of the board of governors of Southern Methodist University. He was particularly supportive of his church, the County Home for Boys, and the Texas Society for Crippled Children and Adults.

Born in 1933, Tom Cundy was reared in Bellevue, Kentucky. He slept on a cot that he made up each night, and didn't have a real bed until he went away to college. Throughout his youth, Cundy worked selling newspapers, cutting grass, driving a delivery truck, and working in a brewery. He always had two jobs at the same time. When a sports complex was built near his home, Cundy learned to play tennis from a coach who became his mentor. Cundy went on to become the Kentucky state high school champion in tennis, which earned him a scholarship to Florida State University. He graduated with a degree in industrial psychology, then joined the Marines, where he ultimately achieved the rank of captain. In the late 1950s, Cundy was the top insurance salesman for Prudential. He began his own agency, which now insures many Fortune 500 companies and their employees.

Mario Cuomo was born in 1932 in Queens, New York, the youngest son of Italian immigrants. Illiterate and poor, Cuomo's father ran a small grocery store in an ethnic neighborhood where young Cuomo worked throughout his youth. He attended St. John's University on a basketball scholarship and also played baseball there. He dedicated himself to his studies and graduated summa cum laude. He attended St. John's Law School, where he finished at the top of his class in 1956. In 1958, he joined a law firm in Brooklyn and made partner by 1963. In 1974, he made his first bid for public office, entering the race for lieutenant governor. He lost, but the new governor appointed him secretary of state. In 1977, he ran for mayor of New York City, losing in a close run-off election. He was later elected lieutenant governor. In 1982, he was elected governor of New York.

* Deceased
Nicholas D’Agostino, Sr.*
Class of 1982
Founder and Chairman of the Executive Committee, D’Agostino Supermarkets

Nicholas D’Agostino was born in Italy in 1910. In his early teens he immigrated to New York, where he worked as a pushcart peddler and mill laborer. He left a $24-a-week job to become a butcher’s helper, where he made only $18, so that he could learn that trade. In 1932, he and his brother opened a grocery store at the corner of 83rd Street and Lexington Avenue in Manhattan. They invented a new idea, which was to combine meat and groceries as well as baked goods to their store. The new supermarket concept burgeoned. Soon, they added more stores, creating a D’Agostino chain. Today, there are 23 D’Agostino stores in Manhattan, Brooklyn, the Bronx, and suburban Westchester County. D’Agostino was the vice-chairman of the Cardinal’s Committee for Catholic Charities, was a patron of a variety of city improvement projects, and was widely known as a generous humanitarian.

Dominic D’Alessandro
Class of 2005—International Horatio Alger Award
President and CEO
Manulife Financial Corporation
Toronto, Ontario, Canada

Dominic D’Alessandro was born in Molise, Italy, in 1947. When he was three, he immigrated with his family to Montreal, Canada. After his father died in a construction accident when D’Alessandro was six, his mother took in boarders to earn a living. An excellent student, D’Alessandro skipped two grades and graduated from high school when he was only 14. He earned a degree in math and physics from Loyola College, and then attended McGill University at night to become a certified accountant. He worked for Genstar, an equity investment firm, and then joined the Royal Bank of Canada. He worked his way up the managerial ladder there and then became president and CEO of the Laurentian Bank. In 1993, he became CEO of Manulife, Canada’s largest public company. Now one of Canada’s most prominent business leaders, D’Alessandro is credited with making Manulife Financial one of the most profitable insurance companies in North America.

Raymond L. Danner
Class of 1987
Chairman, Shoney’s, Inc.
Chief Executive Officer, The Danner Company

The son of a German immigrant, Raymond Danner grew up in Louisville, Kentucky, during the Depression. When he was 15, his father died and Danner had a paper route, worked at a service station, and delivered groceries to help his mother. He served in the Army Air Corps and then invested his savings in an old store. In less than two years, he made $15,000 when he sold the store. Danner used his profits to buy a franchise duckpin bowling alley and sold the franchise one year later at a substantial profit. After several other business ventures, Danner bought a Shoney franchise. By 1966, he operated seven Shoney restaurants. He expanded into other ventures, including 22 Kentucky Fried Chicken stores. In 1969, he took his company public. Two years later, he merged his interests with Shoney’s founder and served as Shoney’s chairman. Today, Danner is involved in his own investment company.

John H. Dasburg
Class of 2001
President and CEO, Northwest Airlines, Inc.
Chairman and CEO, Astar Air Cargo, Inc.

Born in 1943 in Queens, New York, John Dasburg moved with his parents to Miami when he was five. When he was 10, Dasburg began mowing lawns. By the time he was 12, he owned two lawnmowers and had one employee. In high school he worked three jobs to help with finances. Dasburg earned a degree in engineering from the University of Florida in Gainesville, and then served in the Navy during the Vietnam War. He later returned to school, learning both an MBA and law degree. Dasburg joined Marriott Corporation and worked his way up to president of the Lodging Group. Following the devastating accidental death of his six-year-old daughter, he joined Northwest Airlines and was named president and CEO within one year. He restructured the company, making it the nation’s fourth largest airline. Later, he served as chairman, president and CEO of the Burger King Corporation.

* Deceased
Davre Davidson was born in Portland, Oregon, in 1911. He attended college for one year and then, in 1936, founded a small vending business on just $500 of borrowed capital. By 1939, the business had grown to the point where his brother could join him, and the firm was renamed Davidson Brothers, which in 1959 became Automatic Retailers of America, or ARA for short. Davidson served as president and CEO from 1959 to 1964, and then as chairman of the board and CEO. In 1960, the company went public. One year later, ARA acquired the country's largest food service business, making ARA a diversified service provider. Today, the company is known as ARAMARK and has 240,000 employees in 20 countries. In retirement, Davidson became involved in educational and community activities. He was an active board with the Boy Scouts, Cedars-Sinai Medical Center, and the University of Southern California School of Business Administration.

Born in 1942, Richard Davidson was raised in Allen, Kansas. When he was six, his father was killed in an accident, making it necessary for Davidson to work at an early age to help support his family. In high school he traveled hundreds of miles from home to work grain harvests in western Kansas. He attended Washburn University in Topeka on a partial basketball scholarship. To supplement his income he worked as a night janitor during the week and for the railroad on weekends. Davidson graduated in 1965 and began a management program with the Missouri Pacific Railroad. After the Missouri Pacific merged with the Union Pacific in 1982, Davidson rose quickly through the executive ranks, becoming the company’s youngest ever president and CEO. In 1997, he became chairman, president, and CEO of Union Pacific Corporation, which includes the largest, most financially successful railroad company in America.

Bill Davis was born in 1905 on a farm in San Augustine, Texas. As a young boy, he hoed cotton for 50 cents a day. When he had saved $12, he left home and took a job as an addressograph operator with the Gulf Refining Company. Davis steadily became successful in sales and promotion, but in the stock market crash of 1933 he lost more than $100,000. Determined to succeed, Davis opened the first Frito plant east of the Mississippi River, in Washington, D.C., in 1946. He sold the plant 10 years later to H. W. Lay Company. Subsequently, Laymerged with the Frito Company of Dallas, forming Frito-Lay, Inc. Later, Davis joined Dr Pepper in Virginia, and eventually became chairman of the Dr Pepper Bottling Companies of Virginia. His franchise had the highest per capita consumption of Dr Pepper in the United States, making Davis a member of the Beverage Hall of Fame.

Born in 1938 in Royal Oak, Michigan, Pete Dawkins was four when his grandfather died, which left his grandmother alone on their Michigan farm. From that point on, Dawkins spent his summers living with his grandmother helping her with the farm. During one of his summers there he contracted polio. To relieve his severe curvature of the spine, he underwent rigorous physical therapy for several years. He recovered and won an appointment to the U.S. Military Academy at West Point, where he earned the Heisman Trophy. He was a Rhodes Scholar at Oxford and then served in the Army for 24 years, retiring as a Brigadier General. Transitioning into civilian society, Dawkins was a partner at Lehman Brothers. In 1991, he became the chairman and CEO of Primerica Financial Services, Inc. He went on to hold several senior positions in Citigroup, and is today vice chairman of the Citigroup Private Bank.
William E. C. Dearden*
Class of 1976
Vice Chairman and CEO, Hershey Foods Corporation

When William Dearden's mother died and his father, a factory worker, was unable to support the family during the Depression, Dearden and his brother were sent to the Milton Hershey School in Hershey, Pennsylvania. Dearden attended Albright College in 1940 on a full athletic scholarship, but interrupted his education to join the Navy during World War II. The Navy sent him to Ursinus College and to Harvard Business School to prepare him as a supply officer. In 1946, Dearden joined Dun & Bradstreet but was recalled by the Navy during the Korean War. In 1953, Dearden served as assistant business manager of the Hershey School. Four years later, Dearden moved over to the corporation and quickly moved up through the ranks until he was named vice chairman and chief executive officer. By the time he retired in 1985, Dearden had increased sales from $550 million to $1.9 billion.

Charles Deaton*
Class of 1969
Architect

Charles Deaton was only three when his family of five moved from Arkansas to a 10-acre farm in Oklahoma with all their possessions loaded into a wagon, pulled by a horse and followed by a cow. Before they finished building a simple one-room house on their new farm, the Deatons spent two winters living in a tent on the open Oklahoma plains. Charles Deaton delivered newspapers to buy books and clothing for high school and to buy supplies to teach himself commercial art at night. By age 16, he was supporting himself entirely from his newfound craft. Deaton became a specialist in commercial rather than residential architecture. This internationally-acclaimed architect, who was also a sculptor and inventor, is best known for his “Sculptured House” outside Denver, Colorado, which has no right angles. While building this landmark he said, “People aren’t angular so why should they live in rectangles?”

Michael E. DeBakey
Class of 1967
Chairman of Surgery, Baylor University
Chancellor Emeritus; Olga Keith Wiess Professor of Surgery, Distinguished Service Professor of Surgery; Baylor College of Medicine; Director, DeBakey Heart Center

Born to Lebanese Christian immigrants in 1908, Michael DeBakey grew up in a small Louisiana town. He earned his bachelor's and M.D. degrees from Tulane University and joined the faculty there in 1937. He later volunteered for service during World War II. During that time he developed the Mobile Army Surgical Hospitals, or MASH units, which saved thousands of lives during the Korean and Vietnam conflicts. DeBakey served as chancellor of the Baylor College of Medicine in Houston from 1979 to 1996. He is best known for his pioneering efforts in developing and then successfully implanting an artificial heart in 1963. He is also the first cardiovascular surgeon to do a successful coronary artery bypass. Earlier in his career he was one of the first doctors to link smoking to lung cancer. As an author, DeBakey is noted for the New York Times best-sellers *The Living Heart* and *The New Living Heart Diet.*

Robert H. Dedman*
Class of 1989
Founder and Chairman, Club Corporation International
Chairman, Franklin Federal Bancorp

The son of a car salesman, Robert Dedman was born in Rison, Arkansas. When he was 14, tough times forced Dedman's parents to send him to live with an aunt in Dallas. In 1944, he joined the U.S. Navy and enrolled in the Navy's program at the University of Texas at Austin, which allowed him to earn a degree in engineering. He went on to earn degrees in economics as well as law at Southern Methodist University. Dedman was a founding partner in the Dallas law firm of Shank, Dedman & Payne. In 1957, he switched gears and built Brookhaven Country Club outside Dallas. He founded Country Clubs Incorporated and launched a business that eventually crowned him “King of the Country Clubs” by The New York Times. Today, ClubCorp International owns and operates some 250 clubs including the Pinehurst Hotel and Club, the Firestone Country Club, and the Atrium Club.

* Deceased
Born in 1944 in Los Angeles, John Paul DeJoria’s parents were both immigrants—his father from Italy and his mother from Greece. They divorced before he was two and DeJoria’s mother supported herself and her two sons making hats. At the age of nine, DeJoria began working to help support his family. He had paper routes and also worked for a dry cleaner. He joined the Navy in 1962, and then worked as a circulation manager for Time Inc. His sharp sales skills eventually took him to the beauty industry, where he worked in sales for Redken. In 1980, he and a friend, Paul Mitchell, launched their own hair care product company with only $700 in launch money. Today, John Paul Mitchell Systems includes 90 products that are sold in more than 90,000 salons and are distributed in 73 countries. In 1989, DeJoria co-founded Patron Tequila, which produces the number one ultra premium tequila in the world.

Jerry Dempsey was born and raised in Landrum, South Carolina, where both of his parents worked in a textile mill. The family lived in a small house that had no indoor plumbing. As a youth, Dempsey had a paper route and also worked as a stock boy and cashier in a grocery store. An excellent student, Dempsey graduated valedictorian of his class and enrolled at Clemson University. He graduated first in his mechanical engineering class and later earned a master’s at Georgia State University. Dempsey joined Borg-Warner as a sales engineer and rapidly rose through the ranks. In 1979, he was named president and COO of Borg-Warner. In 1984 he served as vice chairman of WMX Technologies. A year later, he was promoted to president of the Chemical Waste Management subsidiary and became chairman in 1991. Two years later he became the chairman and CEO of PPG Industries, Inc.

Rich DeVos grew up during the Depression in Grand Rapids, Michigan. He credits his entrepreneurial spirit to his grandfather, who sold vegetables door to door, and to his father, who always encouraged his son to go into business for himself. In high school DeVos became close friends with Jay Van Andel. After high school they served overseas in World War II. In 1948, they bought a sailboat, intending to sail from Connecticut to the Caribbean, but the boat sank off the coast of Cuba. They were rescued by a passing freighter. In 1959, they founded Amway Corp. in their homes with an all-purpose cleaner as their only product. Over four decades, they built their business into a multi-billion dollar international corporation and one of the world’s largest direct selling companies.

DeVos is the author of three books: *Believe!, Compassionate Capitalism* and *Hope From My Heart*, which he wrote after his 1997 heart transplant.

Lou Dobbs grew up in rural Rupert, Idaho. By the time he was nine, he was working each summer in the potato fields. In high school he and several friends bought a truck. They formed a hay hauling business in which they earned five cents a bale. In high school he was the student body president and captained the debate team. He attended Harvard on a scholarship. A few years after graduation, he decided to pursue journalism. He was a news anchor in Phoenix and Seattle before joining CNN in 1980 as the chief economics correspondent and anchor of Monevline, which became the most prestigious business news program in history. Today, he is the Emmy-winning anchor and managing editor of *Lou Dobbs Tonight*. He also anchors a nationally syndicated financial news radio report, *The Lou Dobbs Financial Report*, and is a columnist for *Money* magazine and *U.S. News and World Report*.

* Deceased
Bob Dole grew up in Russell, Kansas. During World War II, he enlisted in the Army and served as a platoon leader. He was wounded in Italy and honorably discharged with the rank of captain. He earned a degree from the University of Arizona, and then attended law school at Washburn University in Topeka. While still a law school student, Dole ran for the Kansas state legislature and won. He became a county prosecutor and then was elected to two terms in the U.S. House of Representatives. In 1968, he was elected to the Senate. One of the most prominent political figures of our time, Dole was chairman of the Republican National Committee, served as Gerald Ford’s vice presidential running mate, served as Senate majority leader from 1984 to 1986 and 1994 to 1996, and was the Republican candidate in the 1996 presidential election. He recently published his memoirs, *One Soldier’s Story.*

William Donlon worked after school to help support his family. After high school he became a meter reader for the Niagara Mohawk Power Corporation. When the Korean War broke out, he enlisted in the Navy. In 1954, he returned to Niagara Mohawk and enrolled in night classes at Siena College. It took eight years, but he earned a degree in finance and economics in 1962. Four of his eventual six children attended his graduation ceremony. Donlon began a steady rise through the ranks of the corporation. He was named president in 1980, and in 1988 became chairman and chief executive officer. Donlon is credited with turning around Niagara Mohawk after a major reorganization. Some of the programs he developed at the company are now required in New York State. Donlon has served as a trustee of Syracuse University and Siena College, his alma mater.

Adron Doran was born in 1909 in a three-room tenant farmhouse in rural western Kentucky. To finance his college education he sang and preached at revivals. After receiving both B.S. and M.A. degrees from Murray State University, he served as principal, coach, and teacher of three rural high schools for 15 years. During this time he was elected to four terms as a member of the Kentucky House of Representatives, serving three sessions as Speaker. After earning a Ph.D. from the University of Kentucky, Doran was named as president of Morehead State University in 1954. That same year he was named Kentuckian of the Year. He served as Morehead’s president for 23 years. When he arrived, the college had only 700 students and had recently lost its accreditation. By the time he retired in 1977, Morehead had 7500 students and had regained its accreditation and regional status.

* Deceased
Bill Doré, the oldest of five children, was born in 1942 in a small town in southern Louisiana. He worked as a youngster shining shoes, cutting lawns, and delivering newspapers. A hard-working student in high school, Doré won five scholarship offers to universities for his skills in track and football. He attended McNeese University in Lake Charles, Louisiana, where he earned a degree in education. After graduation he worked during the week as an insurance salesman and on the weekends as a real estate agent. He eventually bought Global Divers in 1973 and took the nearly bankrupt company to record sales in his first year. Today, Global Industries is a leader of offshore construction engineering services in the Gulf of Mexico, West Africa, Asia Pacific, Middle East/India, South America, and Mexico. Bill Doré’s advice is to “expect failure—it’s going to happen, but find the strength to revisit your dream.”

Albert Dorne was born in the slums of New York’s East Side. From the time he was five years old, he wanted to be an artist. His dream stayed alive through a childhood ravaged by tuberculosis, heart trouble, and poverty. After finishing seventh grade, Dorne quit school to support his mother, two sisters, and younger brother. He worked days and nights at various jobs until he was 16 years old. For a brief period he was a professional fighter and then he had an unpaid apprenticeship with a commercial artist. He worked as a night clerk and practiced drawing during every free moment. Through the 1930s and 40s, he became the highest paid and most in-demand advertising artist in the country. The fact that so many aspiring artists needed help gave him an idea that culminated in the Famous Artists Schools. He developed a home study program prepared and directed by America’s foremost artists. The son of Italian immigrants, James Doti was born in Chicago in 1946. As a youngster, he had a paper route, but in high school he started his own janitorial business. He cleaned and waxed floors for shops in his neighborhood after school and on weekends. His largest account was with Montgomery Ward. His earnings from this business, coupled with a modest scholarship, allowed him to attend the University of Illinois. He went on to earn a master's and Ph.D. in economics at the University of Chicago. Doti became an economics professor at Chapman College in California in 1974. He went on to serve as dean of the George L. Argyros School of Business and Economics, and was ultimately named president of Chapman University in 1991. Doti says, “You don’t have to plan the opportunities that come to you, you just have to be prepared for them.”

Mike Dougherty, the youngest of four children in his family, was born in 1941 in Sioux Falls, South Dakota. His mother died when he was seven, and Dougherty helped his father in the stockyards, cleaning pens and watering cattle and hogs. When he was 14, his father died. Dougherty attended a military academy and stayed with his brother or family friends during vacations. He served in the Army and then used the GI Bill to earn a degree in history and philosophy from St. Thomas College. He worked for a brokerage firm for 10 years, and then struck out on his own. Today, Dougherty Financial Group controls and operates several asset management, securities, and commercial lending businesses. Dougherty says, “You never know how far you can go so you have to live life every day to the fullest and do the best you can with what you’ve got at the moment.”

* Deceased
Joe L. Dudley, Sr.
Class of 1995
President and CEO, Dudley Products, Inc.

Allen B. DuMont*
Class of 1949
President, Allen B. DuMont Laboratories

Archie W. Dunham
Class of 2001
Chairman, President and CEO, Conoco Inc.
Chairman, Retired, ConocoPhillips

Charles W. Durham
Class of 2002
Chairman and CEO, Durham Resources LLC

One of 11 children, Joe Dudley was raised in a three-room farmhouse in Aurora, North Carolina. He suffered a severe speech impediment, failed the first grade, and was labeled mentally retarded by his teachers. But his mother never gave up on him and always told him she believed in him. After high school, Dudley attended North Carolina A&T University. In the summer of 1957, he became a door-to-door salesman for Fuller Products, and changed his major to business administration to sharpen his sales skills. In 1967, he opened his own Fuller Products distributorship and at night he and his wife began concocting their own products, packaging them in old mayonnaise jars and empty containers collected from beauty operators. By 1976, they had opened a chain of beauty supply stores, beauty salons, and a beauty college. Today, Dudley owns the rights to distribute Fuller Products in addition to his own line of hair-care products.

Allen DuMont was born in Brooklyn, New York, in 1901. While recovering from polio, he built a radio transmitter and receiver out of an oatmeal box. In 1924, he earned an electrical engineering degree from Rensselaer Polytechnic Institute and then joined Westinghouse Lamp Company as an engineer. In 1931, he made a commercially practical cathode-ray tube that could last for thousands of hours, versus the 30-hour longevity for German-made tubes. With $1,000, half of which was borrowed, he started DuMont Laboratories. Total sales the first year were only $70. Over the following quarter century, however, the company grew and became the primary U.S. manufacturer of cathode-ray tubes. In 1938, NBC’s historic broadcast of the 1939 World’s Fair was on television sets made by DuMont Labs, which also produced radios and hi-fi sets, mobile communications equipment, and a wide variety of electronic instruments for commercial and government use.

Raised in Ada, Oklahoma, Archie Dunham helped with family finances by selling garden seeds and pears door-to-door. He also mowed lawns and delivered newspapers. He was the first in his family to attend college and worked in construction to earn his way through the University of Oklahoma. He graduated in 1960 with a degree in geological engineering, and then served four years with the Marines, achieving the rank of captain. He returned to graduate school, then joined Conoco, where he rapidly rose through the ranks. He became president and CEO of Conoco in 1996, and successfully steered the company through a separation from its parent company, DuPont. It was the largest corporate split-off in U.S. history. This was followed with the 1998 initial public offering that at the time was the largest ever IPO in the U.S. Dunham became chairman in 1999 and guided the company through its merger with Phillips in 2002.

Chuck Durham was born in 1917 in Iowa. He went to work at the age of 11, when the Depression made paying the bills difficult for his family. He had a paper route and even sold potato chips to his customers along the way. He worked full time as a clerk in a hardware store to pay his way through Iowa State College, where he earned two engineering degrees. He joined a small engineering company in Omaha and eventually became a partner of the firm, which became known as HDR Inc. Under Durham’s guidance, HDR became one of the country’s top architectural engineering firms. One of Omaha’s greatest philanthropists, Durham has helped build the science center at the University of Nebraska, the Durham Research Center at the Nebraska Medical Center, and the Durham Western Heritage Museum. He says, “Work allows me to give back to my country and my community.”

* Deceased
Percy J. Ebbot*
Class of 1955
Vice Chairman, Chase Manhattan Bank of New York

Percy J. Ebbot put himself through Oberlin College. After graduating, he worked as a special agent for Hudson Underwriters, earning a small weekly stipend. Shortly thereafter, he became assistant cashier at the National Park Bank of New York. He served in the Army Air Force during World War I. Afterwards, he returned to banking, working his way to vice president of the Seaboard National Bank, which after mergers became the Chase National Bank. He was appointed senior vice president and president and director. He became vice chairman of the board of directors of the Chase Manhattan Bank in 1955.

Michael S. Egan
Class of 1997
Chairman and CEO, Alamo Rent A Car, Inc.
Chairman and CEO, theglobe.com
Chairman, Certified Vacations

Michael Egan was born in 1940 in Milwaukee, Wisconsin, but he spent a lot of time in Florida where his grandfather lived. His first job was selling coconuts to tourists. He also delivered newspapers. At the age of 14, he helped his family build and operate an amusement park in the Wisconsin Dells called Storybook Gardens. Egan attended Cornell University and worked his way through as a bartender and restaurant manager. After college he taught at the college level for 10 years and then went into the car rental business. In 1978, he became part owner and president of Alamo. Under Egan's direction, Alamo became one of the first companies to offer unlimited free mileage. The business went from obscurity to being one of the largest car rental companies in the world. Egan has since sold Alamo and serves as chairman of Certified Vacations, a travel business.

Dwight D. Eisenhower*
Class of 1961
Thirty-fourth President of the United States

Dwight D. Eisenhower was only a year old when his family moved from Texas to Abilene, Kansas. His father worked at Belle Springs Creamery while he and his five brothers performed regular chores and found odd jobs in the village. After he graduated from high school in 1909, Eisenhower worked at a creamery to help his family and send money to his brother Edgar at law school. He and his brother switched off going to school so that both boys could get an education. In 1911, he received an appointment to West Point. He graduated in 1915, and served as a lieutenant at a tank-training camp near Gettysburg, Pennsylvania, where he later made his home. During World War II, he became Supreme Commander of the Allied Forces. In the post-war years he headed the North Atlantic Treaty Organization. He was elected 34th President of the United States, serving two terms, from 1952 to 1960.

Milton S. Eisenhower*
Class of 1952
President, Pennsylvania State University

Milton Eisenhower, the brother of President Dwight Eisenhower, grew up in the small community of Abilene, Kansas. He and his siblings performed regular chores and found odd jobs in the village. He was city editor of the Abilene Daily-Reflector even before completing his studies in industrial journalism at Kansas State College in 1924. He served his country as the American vice consul in Edinburgh, Scotland, and also helped reorganize the Department of Agriculture. In 1943, he returned to his alma mater to serve as president of Kansas State for seven years. In 1950 he became the 11th president of Pennsylvania State College. Eisenhower took the school to university status in 1953. Under his guidance, the school of business administration was established. In 1956, he became president of Johns Hopkins University. While there, he was responsible for bringing the school's books, journals, and scholarly papers under one roof, as the Milton S. Eisenhower Library.

* Deceased
Gilbert R. Ellis*
Class of 1978
Chairman of the Board, Household Finance Corporation

Gilbert R. Ellis was born on the family farm in Mercer County, Missouri. His father, a country doctor, raised crops and animals to support his wife and five children. During the depression, Ellis' father died. Taking any odd jobs he could find, Ellis was able to save enough money to begin studies at the University of Iowa in 1933. Because of financial needs, he left college in 1935 to take a full-time job with the Household Finance Corporation (HFC). At a company conference, the president of HFC recognized Ellis' potential and named him assistant to the president. He moved up the corporate ladder until he was named CEO in 1973 and chairman of the board in 1974. Ellis was involved in community affairs. He was a member of the Chicago Crime Commission and a trustee on both the Joint Council of Economic Education and the Peacock Camp for Crippled Children.

John F. Ernsthausen*
Class of 1959
Founder & President, Norwalk Truck Lines, Inc.

John F. Ernsthausen was born and raised on a small Ohio farm and helped with the milking, plowing and other farm chores at an early age. Despite the burden of his duties at home, he graduated as valedictorian of his high school class, and his family's meager savings were used to send him to Tri-State Business College in Toledo. He was forced to drop out after one semester because of his failing eyesight. He went to Texas and got a job loading steers on cattle cars for a time; then came back to his native state of Ohio and started the Norwalk Produce Company. To get his produce to the Cleveland markets faster, he purchased three used trucks for $1,000 and incorporated the trucking operation as Norwalk Truck Lines, Inc. Eventually Ernsthausen started hauling cargo other than produce, and the business flourished.

Julius W. Erving
Class of 1989
President, The Erving Group, Inc.

Born in 1950, Julius Erving lived in housing projects on Long Island for much of his childhood. He had a paper route, and later worked at several part-time jobs until he finished high school. He attended the University of Massachusetts at Amherst on a basketball scholarship. Erving played professional basketball for the Virginia Squires, and then went to the New York Nets, which he led to two championships. He entered the NBA in 1976, when he was traded to the Philadelphia 76ers. In the decade he played in Philadelphia, Erving revitalized the game nationwide. In 1983, his team won the NBA championship. In 16 seasons of professional ball, “Dr. J” transformed the game with his rebounding skills and his trademark slam dunk. He was named the NBA's Most Valuable Player in 1981 and the NBA All-Star Game's Most Valuable Player in 1977 and 1983. Today, he is a self-described “businessman-entrepreneur.”

Richard Prentice Ettinger*
Class of 1961
Chairman, Prentice-Hall, Inc.

A brilliant student, Richard Ettinger graduated from a New York City high school at an early age and went on to earn a law degree from New York University by the time he was 18. Too young to take the bar exam, he took a $4-a-day job in the law offices of C.W. Gerstenberg and taught finance at NYU. In 1913, Gerstenberg wrote a book entitled Materials of Corporation Finance and was anxious to get it published. At the same time, Ettinger felt a need for better textbooks at the college level. He and Gerstenberg formed Prentice-Hall, Inc. to publish the book. Neither of them had capital, but Ettinger found a printer who was willing to publish the book on credit. The young company not only paid its debts but was able to finance further growth. Today, Prentice-Hall is the world's leading publisher of academic, business, and professional textbooks.

* Deceased
Born in 1906, Robert Evans was an entrepreneur by age 5, when he sold old newspapers for a nickel each in the early 1900s. A graduate of the University of Michigan, Evans went on to turn more than 40 faltering businesses into profitable enterprises, including saving American Motors in the 1960s by cutting costs and producing the Gremlin. He gave much credit for his success to his father who had started from nothing. “You're on your own,” his father told him. “Do what you can.” Evans says that’s the best thing that could have happened. He believed the valuable assets are honesty and truthfulness; he attributed his success to ambition, self-confidence, and perseverance in the face of adversity.

Born and raised in Kansas City, Missouri, Gustav Eyssell worked as a teenager at a local movie theater. Before long, he became the theater’s assistant manager and then treasurer of all the Newman theaters in Kansas City. After Newman was sold to Paramount in 1925, Eyssell managed theaters in Los Angeles and Texas. Eventually, he supervised Paramount theaters in New York City. In January 1933, RKO asked Eyssell to join the New Radio City Music Hall as assistant managing director. One month later, RKO went into bankruptcy, and the Radio City Music Hall was taken over by Rockefeller Center. By 1942, Eyssell was named president of Radio City Music Hall and also a director of Rockefeller Center. He served as president of Rockefeller Center from 1951, succeeding Nelson Rockefeller, until his retirement in 1971. Under his presidency, Rockefeller Center experienced its greatest expansion, adding three skyscrapers, including the GE Building and McGraw Hill.

Benjamin F. Fairless went to work at the age of 14 as a farmhand. After school he cared for the horses did the plowing and other chores, for which he received $9 a month and meals. Starting at the age of 17, he earned $48 a month as a teacher in a one-room country school where he taught for three years. He played semipro baseball in the summer months to save enough money for tuition at Ohio Northern University, where he wished to get his engineering degree. He was a railroad surveyor for a year, and in 1914 took his first job in the steel industry as a transit man for the Central Steel Corp. In seven years he became a vice president, and when Central merged with Republic Steel, he was named executive vice president. In 1935 he joined U.S. Steel as president and chairman of the board of the parent company. After his retirement he served as chairman of President Eisenhower’s Committee of Citizen Advisors in reviewing foreign aid policy.

The son of an immigrant tailor, Leonard Farber hawked peanuts at Yankee Stadium, where he watched Babe Ruth and Lou Gehrig play. He also helped in his father’s shop after school each day. He wanted to become a journalist, but when his father died, Farber was forced to go to work after graduating from high school to help support his mother and sister. He became a rental agent in Harlem, and then served in the Army during World War II, where he earned a Bronze Star, an Oak-Leaf Cluster, and a Purple Heart. After the war, he started investing in shopping centers. Farber was a pioneer in enclosing shops under one roof to make a mall. In his 40 years of shopping center development, Farber created 33 shopping centers and enclosed malls, and is credited with introducing such retailers as Saks Fifth Avenue and Neiman-Marcus to the suburbs.

* Deceased
William Farley was born in Pawtucket, Rhode Island, where he delivered papers as a boy and then worked for a toy manufacturer and as a lifeguard when he was older. He earned a degree in government from Bowdoin College and a law degree from Boston College. In 1969, he joined the mergers and acquisitions department of NL Industries in New York City. In 1972 he joined Lehman Brothers as an associate in corporate finance. Farley bought his first company, Anaheim Citrus Products, in 1976. That purchase became the foundation for a series of acquisitions which culminated with his purchase of Northwest Industries, Inc. of Chicago, which he renamed Farley Industries. At that time, Fruit of the Loom, Inc. was a subsidiary and Farley served as that company’s chairman, CEO and COO. It has since been sold. Today, Farley serves as owner and chairman of the current Farley Industries, the family holding company headquartered in Chicago.

Robert Farrel was born in 1928 in Brooklyn. When he was three, his father died, leaving his mother penniless. Within a year, Farrel and his sister were put into a home for children. When their mother remarried three years later, the family reunited and moved to Long Island. Following his high school graduation in 1946, Farrel joined the Air Force and later attended Packard Junior College in New York. He joined the sales force of Libby, McNeil & Libby in 1951, where he remained for 12 years. He opened his first Farrell’s Ice Cream Parlour Restaurant in 1963. By 1972, his chain included 65 restaurants. Eventually, Farrel’s merged with Marriott, for whom Farrel served as a vice president for five years. Today, Farrel is a full-time speaker who specializes in the topic of customer service. His schedule takes him around the world, addressing major companies and corporations.

Born in Happy Jack, Louisiana, Ruth Fertel was a bright student. She graduated from high school at 15 and from Louisiana State University at 19 with a degree in chemistry. She became a teacher, then married and began raising her family. Later, faced with raising two young boys alone following her divorce, Fertel realized she would need to make a lot more money if she was going to send her sons to college. She read the classified ads and found a steak house for sale. She mortgaged her house for $18,000 and set about making a successful restaurant. Fertel once said, “I really don’t know whether I was just naive, but I never thought I would fail. I knew I could do it.” Today, Fertel is referred to as the First Lady of American Restaurants. With 80 restaurants in 27 states, Ruth’s Chris Steak House is the world’s largest upscale restaurant chain.

Born in Chicago, Clarence Finley was the fourth of six children. A good student, he graduated at the age of 16 and was offered two college scholarships, but he refused both so that he could help his ill mother. In 1943, Finley used his pilot’s license to volunteer for an experimental fighter pilot program preparing black men for combat. He received 27 of the top 30 awards and was commissioned a second lieutenant. He was executive officer of the 99th Fighter Squadron, one of four all-black squadrons that formed a special unit during World War II known as the Red-Tails, a daring and reliable escort for bombers in Africa and the South Pacific. After the war, he earned an accounting degree from Northwestern University and studied law at John Marshall Law School. He worked his way up the corporate ladder of Charm Tred and then Burlington Industries, where he served as corporate group vice president.
John Fisher was born in 1929 in Portsmouth, Ohio. Prior to age 12, he was selling magazines; when he was old enough to become a paper boy, he worked two routes. During high school, he worked in a grocery store, then in a shoe factory. His first full-time job was as a boilermaker. Laid off during a strike, Fisher became a sales management trainee, and then sold products door-to-door. Leaving Portsmouth to continue his education, he sold vacuum cleaners part time and worked other jobs. Eventually, he went to work for Farm Bureau Insurance, which became Nationwide in 1955. Starting as a trainee in 1951, he moved up the corporate ladder, becoming general chairman and CEO in 1981.

Zachary Fisher grew up in Brooklyn, New York, one of seven children of a Russian immigrant. Fisher quit school at 16 to work as a laborer to help with family expenses. Shortly thereafter, he and his two brothers joined forces to form Fisher Brothers, which has grown into one of the real estate industry's premier residential and commercial developers. Prevented from active service in World War II due to a leg injury, Fisher drew on his building skills to assist the U.S. Coastal Service in constructing coastal fortifications. He continued his patronage of the Armed Forces and, in 1978, founded the Intrepid Museum Foundation to save the historic and battle scarred aircraft carrier Intrepid from the scrap yard. This resulted in his spearheading the opening of the Intrepid Sea-Air-Space Museum in New York City, now the world's largest naval museum. He went on to found the Armed Services Foundation.

Lee Flaherty was born in Indianola, Nebraska, Lee Flaherty had a paper route in his youth and worked at a drug store. He served with the Army during the Korean War. After earning a degree in marketing from the University of California at Berkeley, he accepted a loan from his mother's mortgaged home to start his own business. Flair Communications began with three employees in an old brownstone in Chicago. Now called Flair House, it has been designated as one of the Top Ten Working Environments in America and received the National Gold Award for Victorian Preservation. A new five-story building is now a part of the Flair House complex. Flair has major blue-chip clients who are serviced from the Chicago headquarters and offices in New York and San Francisco. According to Interactive Media Works in 1999, Flair was voted as the most admired agency in the marketing industry.

Sam Fleming was born in 1908 in Franklin, Tennessee, where he was raised in a strict, religious home. From the time he was five, he drove the family cow to pasture for 10 cents per week. This money was held “in escrow” until he had accumulated $1, which was then deposited into a savings account. By the time he started college at age 16, Fleming had saved $1,000. Just before he was to graduate from Vanderbilt University, his father died. Fleming took over his father’s feed and grain business until he could find a buyer. He then went to work for a bank in New York, but returned to Tennessee to work at Third National. He served in the Navy during World War II, and then returned to the bank, working his way up to chairman and CEO prior to retiring in 1973.

* Deceased
Born of immigrant parents in 1933, Robert Fogarty was forced to drop out of high school at 14 after his father had become seriously ill. For four years, he worked as a day laborer and as a shipping clerk, and then enlisted in the Air Force. While in the service, he earned his high school diploma. After his discharge from the Air Force, he won a scholarship to Wofford College in Spartanburg, South Carolina. A member of Phi Beta Kappa, he graduated in three years. In 1959, he became a management trainee with Burlington Industries. In 1963, he became a marketing manager for a furniture company. Three years later, he headed a large subsidiary of Schlumberger, Ltd., an international conglomerate. In 1970, he launched his own business Habitation Resources and quickly acquired Mode, a furniture manufacturer. He took the ailing company to new heights of success.

Born in Honolulu, one of 11 children of poor, illiterate immigrants from China, Hiram Fong began working at a young age. After high school graduation he postponed college for three years to help his family financially. Once in college he supported himself by working as many as four part-time jobs. He graduated with honors in three years from the University of Hawaii. After working two years to save $2,000, he attended Harvard Law School. Upon his return home, he served 14 years in the Hawaii legislature, six of them as speaker. During World War II he served as judge advocate of the 7th Fighter Command of the 7th Air Force. In the ensuing years, Fong started his own law firm. In 1959, when Hawaii became the 50th state, Fong became the first American of Asian descent to be elected to the U.S. Senate. He was reelected in 1964 and again in 1970. He retired in 1977.

Born Leslie King, Jr., in 1913 in Omaha, Nebraska, Ford’s parents divorced when he was two and he later took on the name of his beloved stepfather, Gerald R. Ford, Sr. Growing up during the Depression in Grand Rapids, Michigan, Ford worked his way through the University of Michigan and was an assistant football coach at Yale University, where he attended law school. He earned his law degree in 1941, and then joined the Navy during World War II. He returned to Grand Rapids to practice law and was elected to Congress in 1948. He was elected House Minority Leader in 1965. In 1973, following the resignation of Vice President Spiro Agnew, Ford took the oath of office as Vice President. In 1974, after Richard Nixon’s resignation, he became 38th President of the United States. Along with his own Vice President, Nelson Rockefeller, he was one of two people appointed rather than elected Vice President.

Born in Marshall, Texas, in 1949, George Foreman is one of seven children in his family. He dropped out of high school, spent two years in the Job Corps doing construction work and forestry in Oregon, and then began to train as a boxer. He had his first amateur fight in 1967, which he won in the first round. He won the national amateur heavyweight championship in 1968, and later that year won a Gold Medal in the Olympics in Mexico City. He turned professional in 1969 and defeated 36 consecutive opponents. In 1973, he defeated Joe Frazier for the heavyweight championship. Foreman successfully defended his title in 1973 and 1974. He retired in 1977, and opened his Church of the Lord Jesus Christ. In 1990, he was inducted into the U.S. Olympic Hall of Fame. In 1994, he defeated heavyweight champion Michael Moorer, regaining the heavyweight title at the age of 45.

* Deceased
R. J. Foresman grew up in Williamsport, Pennsylvania, with his parents and a brother. His father suffered from alcoholism and Foresman lied about his age to secure a job with Mid-West Abrasive in Detroit, claiming to be 18 when he was actually only 16. On the advice of a coworker, he took a correspondence course in traffic management. He worked his way up at Mid-West Abrasive to vice president, but quit when the company wouldn’t provide pension benefits to its hourly employees. After working as vice president of marketing for American Lincoln Corporation in Toledo, he and a friend purchased Michigan Abrasive in Detroit. Two Dallas investors purchased the company while retaining Foresman as president. Other companies were added, and the company’s name was changed to Michigan General. After these mergers its annual sales were $180 million.

T. Jack Foster was a land developer who dreamed of building a master-planned community. His dream came true in the 1960s when he bought four square miles of what was then called Brewer Island, located next to San Mateo, California. The land was mostly a vast hay field, but Foster could see its potential. His plan included 230 acres of lagoons and his goal was to develop a balanced community that physically, economically, and socially met the needs of its residents. He received his Horatio Alger Award in 1964, just as the first home owners began to take up residence. He died in 1968, but his dream lived on through the work of his sons who were also his business partners. In 1971, the 10,000 residents voted to incorporate their town, now known as Foster City. Today this successful community includes 29,000 residents.

William F. Foster was born to hard-working parents on a small farm near Mayfield, Kentucky. Early in his life he learned that pitching in and hard work are the keys to reaching worthwhile objectives. Foster attended a one-room country school near his home. He later borrowed $100 to attend a business school, where he completed a 12-month course in half that time. He learned how to type, keep books, and take shorthand. His first job was as an office boy at the Merit Clothing Company, where he earned $5 a week. He soon became secretary to the general manager. In rapid succession, he was named assistant credit manager and then, in 1942, he became president and general manager. The Merit Clothing Company was founded in 1899 with 20 employees. It grew steadily under Foster’s leadership. His boundless energy placed him in the leadership of civic campaigns that have bettered the lives of all Kentuckians.

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The son of Russian immigrants, Sam Fox was born in Deloge, Missouri, in 1929. For three summers, beginning when he was 15, Fox took a bus to a canning factory in Illinois, where he worked to save money for college. He continued to work while attending Washington University, where he graduated with honors in 1951 with a degree in business. He joined his two brothers in a manufacturing business they had started near St. Louis, which made powdered iron for the chemical industry. Later, the business was sold when one of his brothers became ill. On his own, Fox started The Harbour Group in 1976, which acquires, consolidates, and develops manufacturing companies for long-term investment. Today, Fox has acquired and developed more than 140 companies. This 2003 St. Louis Citizen of the Year says, “In this nation you have the right to go as far as your talents and hard work will take you.”

* Deceased
Alwin F. Franz started out in the business world at the age of 10 when, because of his father’s death, he became the family breadwinner. He delivered newspapers in his home town of Cleveland, Ohio. His working day started at 4 a.m. and continued long after school. The $3.75 he earned supported his mother, three brothers, and two sisters. Franz attended the University of Illinois for two years, but World War I interrupted his schooling. After his release from the Army as a lieutenant in 1919, he was employed by the Otis Steel Company as an open-hearth pitman. He became general superintendent at Wickwire Spencer Steel Company. Later, when it merged with Colorado Fuel and Iron, Franz was recognized as the man to revitalize the 85-year-old firm. He eventually became a vice president of Colorado Fuel and Iron, and in 1952 he was named president. Under his dynamic leadership, Colorado Fuel and Iron expanded greatly.

Alfred Fuller was a farm boy of 18 from Nova Scotia when he came to the United States to live with a sister in the Boston suburbs. The 11th of 12 children in a poor but industrious family, Fuller had no high school education and no business experience. He worked for a man selling brushes door-to-door, but had little success with the inferior product he was selling. In 1906, at the age of 21, he saved $375 to buy the equipment he would need to make his own line of brushes. He worked at night and sold his products door-to-door during the day. Three years later he began to hire a sales force. Soon, the Fuller Brush man became a welcome caller at doorways everywhere in America. By 1919, it was a $1 million business and by 1960 it had grown to $109 million. Today, this cultural icon is still going strong 100 years after its founding.

Coming from a family of modest means, Walter Fuller sold newspapers and worked in cotton mills and the offices of civil engineers while attending high school. Unable to attend college, he took a correspondence course in engineering while working at a bank for $4 a week. Later, he went to work in the circulation department of a publishing company, earning $15 weekly. He went on to do circulation work at Curtis Publishing Company, which published the Saturday Evening Post and The Ladies Home Journal in addition to other magazines and newspapers. Fuller worked his way up the ladder and eventually served as president and chairman of the board.

J. B. Fuqua was raised by his maternal grandparents, who were tobacco farmers in Virginia. J. B. Fuqua spent time in high school borrowing books on business, economics, and management from Duke University. In 1972, Duke awarded its former “mail order” student an honorary degree. At 21, Fuqua was the manager and part owner of a radio station. He began buying land, developing it, and then selling it for a profit. Before age 30, he had amassed a small fortune. In 1950, he expanded the scope of his broadcasting business to include television stations. He went on to become a pioneer in cable television. In 1957, Fuqua was elected to the Georgia legislature. He served three terms in the House and one term in the Senate before retiring from political life in 1965. That year, he gained control of Natco, a brick and tile manufacturing firm. He renamed it Fuqua Industries and turned it into a global conglomerate.

* Deceased
John W. Galbreath was one of six children who grew up in Derby, Ohio. He worked in the fields and performed other farm chores and continued to work when he attended Ohio University. Elected class president in his freshman year, Galbreath worked in the cafeteria in return for free meals. He also served as the school’s yearbook business manager. He graduated in 1920 and began to sell real estate in Columbus, Ohio. Two years later, he formed his own company. He took his company through the difficult times of the Depression and went on to build town sites, office buildings, and thousands of residences throughout America. Today, it is the third largest real estate development company in the United States with projects in 30 cities and offices in 16 U.S. cities, Mexico City, and London. At one time, Galbreath owned the Pittsburgh Pirates and the 1967 Kentucky Derby winner, Proud Clarion.

The son of sharecroppers, Willie Edward Gary was born in Georgia in 1947. After his birth, his parents became migrant farmers and he joined them in the fields by the time he was two. It was difficult to get an education because the family moved every two months. When Gary was 13, his family settled in Florida, where Gary worked hard in school to catch up with his peers. He received a football scholarship to Shaw University in Raleigh, North Carolina, married his childhood sweetheart, and supported his family selling hot dogs and hamburgers on the campus grill every night. Gary earned a law degree at North Central University. When he couldn't find a law firm that would hire him, he started his own. Named by Forbes as one of the top 50 attorneys in the U.S., Gary has won some of the biggest jury awards in U.S. history as a leading trial attorney.

Allen B. Gellman was a Hungarian immigrant who came to the United States in 1930, at the height of the Depression. He received little education but traveled from one end of America to the other as an itinerant machine operator. He studied business administration at Northwestern School of Commerce in the evenings and engineering at the Lewis Institute of Technology. A bank executive became interested in Gellman's metalworking and machine improvements and hired him to direct the bank. Ten years after landing in America, he was a partner in his own firm and had become an expert in industrial design. Gellman was president of the Elgin-American Company, the world's largest manufacturer of jewelry and accessories.

Robert Gerholz was one of 12 children born to poor German, farmer immigrants. His mother died when he was nine. At 14, Gerholz went to work in a box factory. When he was 16, he enrolled at the Ferris Institute, completing its four-year program in two years. He worked his way through school doing yard work, stoking furnaces, milking cows, and shoveling snow. After completing the Ferris Institute, he taught commercial subjects at Allen's Business College in Jackson, Michigan, and then worked as an office secretary at a YMCA. In 1917, he enlisted in the Army as a private and by the time he left, he was a lieutenant. Gerholz began working full time in real estate in Flint, Michigan. When the Depression struck, many real estate ventures closed, but Gerholz persevered. Gerholz enterprises built nearly $100 million worth of buildings in Flint and its suburbs. Gerholz served as president of the U.S. Chamber of Commerce.

* Deceased
Terry M. Giles  
Class of 1994  
President, Giles Enterprises

Terry Giles was born in St. Louis, Missouri. He moved frequently with his family and attended 21 schools in 10 years. Giles helped put food on the table by delivering newspapers and working as a dishwasher and busboy. Inspired by his mother who always told him to never give up, he won a debate scholarship in high school, which helped him attend the University of California at Fullerton. He supplemented his income by working at Disneyland during his undergraduate years. He went on to earn a law degree from Pepperdine University. Giles established one of the largest, most successful criminal law firms on the West Coast and then turned his attention to entrepreneurship. Through Giles Enterprises, he has led more than 35 businesses in diverse industries, including energy, biotechnology, software development, entertainment, education, and travel. His business transactions have been highly successfully and gave him the opportunity to help others through the Giles O’Malley Foundation.

Jack M. Gill  
Class of 1999  
Founder, General Partner, Vanguard Venture Partners

Jack Gill was born in 1936 in Lufkin, Texas. He became the janitor of his church at the age of 10 so that he could afford store-bought shirts. He worked as a grocery checker in high school and then, after graduating at the top of his class, attended Lamar University. He worked full time in a grocery store and graduated with honors in chemistry and engineering. He won teaching assistantships and fellowships, which paid for graduate school at Indiana University, where he earned his Ph.D. After joining Monsanto in 1963, Gill made pioneering contributions in the field of chromatography. In 1965, he became vice president of research and development for Wilkins. Gill went on to found his own company, Autolab, which developed the world’s first microprocessor-based computers for use in laboratories. In 1976, he founded Vanguard Venture Partners, which is now one of the nation’s leading high-tech venture capital firms.

Arthur J. Goldberg*  
Class of 1968  
Permanent Representative of the United States to the United Nations

Arthur Goldberg was the youngest of eight children born to an immigrant Russian-Jewish family. Raised in the poverty-stricken slums of Chicago, Goldberg was the only member of his family who attended high school, from which he graduated valedictorian. Working nights and weekends, he struggled through college and Northwestern Law School, from which he graduated at the top of his class. He is credited with having masterminded the AFL-CIO merger. He was Secretary of Labor during the Kennedy Administration, and was then appointed to the U.S. Supreme Court. His tenure there was short-lived. President Johnson persuaded him to resign to become the American ambassador to the United Nations. He resigned his ambassadorship in 1968, practiced law briefly in New York, and then ran unsuccessfully as the Democratic candidate for governor in 1970. He returned to Washington, where he continued to practice law until his death in 1990.

William E. Grace*  
Class of 1966  
President and Chief Executive Officer, Fruehauf Corporation

One of eight children born to a railroad chief dispatcher, Bill Grace worked at an early age cutting grass and delivering newspapers. At one time he worked for the railroad from midnight to eight in the morning, when he trudged off to school. Upon high school graduation, he took a clerical course and became a secretary. In 1930, Grace joined the Hobbs Manufacturing Company in Fort Worth, which built pole trailers for the oil fields. When the business suffered financially during the Depression, Grace took it over and completely turned it around. By the time Hobbs was sold to Fruehauf in 1955, Grace was a millionaire. Soon after the buyout, Fruehauf began to have trouble. Grace turned the company around and served as CEO and chairman. He started the W. E. Grace Foundation upon his retirement. The foundation included the W. E. Grace School, which taught underprivileged young people how to run a ranch.

* Deceased
Billy Graham was born in 1918 and reared on a dairy farm in Charlotte, North Carolina. He grew up during the Depression and worked on the family farm. Ordained in 1939, Graham received his degree from the Florida Bible Institute (now Trinity College). In 1943, he graduated from Wheaton College in Illinois, and became the minister of the First Baptist Church. He preached throughout the United States and in Europe in the post-war era. The Los Angeles crusade in 1949 launched Graham into international prominence. He took his message to millions through the Sunday radio show, “Hour of Decision.” His syndicated newspaper column, “My Answer,” was one of the most popular in the nation. The author of 24 books, his autobiography, Just As I Am, became a best seller in one week. He is regularly listed by Gallup as one of the “Ten Most Admired Men in the World.”

Phil Gramm was born in 1942 in Fort Benning, Georgia. He attended the University of Georgia and, after earning his doctorate, taught economics at Texas A&M University for 12 years. In 1978 he ran and captured a House seat as a Democrat. He was re-elected for two more terms, but resigned in 1983 after losing his House Budget Committee seat. He won re-election that same year, as a Republican—the first ever elected from that district. In 1984, he was elected to the U. S. Senate, winning more votes than any candidate for statewide office had ever received in the history of Texas. He was re-elected in 1990 and again in 1996. He left the Senate in 2002. Of his time in the Senate, he says he is proud of his work on the Reagan economic program and the Gramm-Rudman balanced budget bill. Today, he is vice chairman of the UBS Investment Bank.

At the age of 13, Byron Gray began work as an office boy in the St. Louis office of an insurance company for $3 a week. Seven years later he left to work as a clerk in the accounting department of the Roberts, Johnson & Rand Shoe Company, which later became the International Shoe Company. His position was the result of a chance remark engendered by seven years of diligence and integrity. Gray’s employer was having lunch with the president of the shoe company when he casually mentioned that he had a promising young man who “has gone about as far as he can in our small office.” His employer was having lunch with the president of the shoe company when he casually mentioned that he had a promising young man who “has gone about as far as he can in our small office.” His ability steadily brought increasing responsibilities, and he worked his way up from auditor to president. Finally in 1950, he was elected chairman of the Board.

Harry Gray was born in Georgia. His mother died when he was six, and he later moved with his father to Chicago. After he graduated from high school, he worked his way through the University of Illinois and graduated in 1941 with a degree in journalism. He volunteered for service in the Army during World War II, attaining the rank of captain. He received the Silver Medal and Bronze Star for gallantry in action. He earned a master’s in 1947 then worked in advertising and sales before joining Consolidated Electro Dynamics in 1954. The young company, renamed Litton Industries, grew from sales of $1 million to more than $2 billion when Gray left 17 years later. In 1971, he served as president and chairman of United Aircraft, the predecessor of the United Technologies Corporation. Currently, Gray is chairman and CEO of Harry Gray Associates, serves as chairman of P. D. S. Worldwide and is chairman of Mott Corporation.

* Deceased
Helen Gray was born in South Dakota and grew up in Iowa. Her father, the youngest of 10 children, put himself through college. Gray attended a junior college for two years, near her home because she could not afford to go away. She received a B.A. at the University of Iowa. A retailing job in Milwaukee led to other retailing, merchandising, consumer education, and public relations jobs in New York and Chicago. She worked at Bonwit Teller, Formfit/Rogers, Simplicity Patterns, Burlington Industries, and CM Offray, where she became a vice president. In 1975 she became the executive director of the Horatio Alger Association, a position she held until 1982. Of her experience with the members, Gray wrote that they “all have a special respect for each other because of their common struggle to succeed despite humble beginnings.”

George Grazziadio, born in 1919 in Connecticut, was the grandson of immigrants on both sides of his family. As a young man he wore his grandfather’s clothes and shoes. When the soles wore out he put cardboard in them. He worked occasionally as an auctioneer and as a pinsetter in a bowling alley. In summer he picked tobacco. He graduated from high school in 1937 and attempted college, but soon grew restless. He moved to California and became a real estate agent after World War II. Soon, he progressed from sales to real estate development. He built a house, then a duplex, and then apartments and then shopping centers throughout California. He later formed a partnership that grew from real estate development to founding Imperial Bank, which he sold to Comerica Bank in 2000 for $1 billion. He went on to serve as chairman of Comerica Bank of California.

Bill Greehey grew up in an ethnically diverse neighborhood where his father worked at the gypsum mill. When he was 11 he began working in the cornfields each summer until he was 15, when he began working alongside his father in the mill. In 1954, he joined the Air Force. With the help of the GI Bill, he enrolled in St. Mary’s University in San Antonio soon after his honorable discharge in 1958. He earned a degree in accounting and then joined Price Waterhouse. Later, he joined the finance division of Coastal Corp.—a relatively young company with lots of growth potential. He worked his way up from controller to senior vice president of finance. In 1973, he became president and CEO of LoVac Gathering Co., a subsidiary. In 1980, he spun off that company to form VALERO, which today is the largest independent oil refiner in the country.

The grandson of Russian immigrants, Ace Greenberg was born in Wichita, Kansas, in 1927, but was raised in Oklahoma City from the time he was six. An excellent student and athlete, Greenberg helped his high school football team win the Oklahoma state championship. He attended the University of Oklahoma on a football scholarship, but transferred to the University of Missouri after a serious football injury. He earned a degree in business administration in 1949 and headed for New York City. He joined Bear Stearns as a clerk making $32 a week. He developed a knack for trading and by the time he was 25 he was running the arbitrage department. He became a partner at the age of 31. He was named chief executive officer in 1978, and took the firm public in 1985. He went on to serve as chairman and CEO. Today Bear Stearns is the seventh largest securities firm in the country.

* Deceased
The first recipient of the Horatio Alger International Award, Wayne Gretzky serves as a role model of outstanding character who is committed to helping others. A native of Brantford, Ontario, Canada, Wayne Gretzky began playing hockey almost as soon as he could walk. He is the holder of 61 National Hockey League records, was named by ESPN as the fifth greatest athlete of the 20th century, and was inducted into the Hockey Hall of Fame in 1999. He assembled the team that won Canada’s first hockey gold medal in 50 years at the 2002 Olympic Winter Games. Gretzky is an honorary member of the Board of Trustees of Right to Play, an international humanitarian organization, and is the recipient of the Olympic Order and the Order of Canada. He and his wife Janet have started the Wayne Gretzky Foundation, which helps disadvantaged youngsters participate in hockey.

Raised in an orphanage, Warren Grimes’s formal education ended with the ninth grade, but he continued reading to educate himself. At 16, he went to work for the Ford Motor Company, and became interested in the field of electricity. He was instrumental in making the first lights for the old Ford tri-motor airplanes. In 1930, Grimes moved to Urbana, Ohio, where he founded a small light fixture plant, but his business was wiped out by the Depression. While recuperating from an illness, he worked out his first aircraft invention, the familiar red, green, and white navigation lights found on the wing tips and tails of aircraft. He later developed other important aircraft fixtures, including landing and instrument lights. The Grimes Manufacturing Company, which he organized to manufacture this equipment, eventually produced more aircraft lights than any other plant in the world. He also served as mayor of Urbana.

Barry Griswell was born in 1949 in Atlanta. His parents divorced when he was four and Griswell’s mother had a difficult time financially. In his first 16 years, Griswell moved with his family 16 times. He worked as a grocery sack and then as a lifeguard. On weekends he worked for a trucking company. A tall 6’9”, Griswell became an avid basketball player and a star of his high school team. He earned both athletic and academic scholarships to Berry College, a private school in northern Georgia. He graduated with a degree in economics. He joined Metropolitan Life, where he was steadily promoted over the next 10 years. Eventually, he became CEO of MetLife Marketing Corporation. Today he is the chairman and CEO of The Principal Financial Group, a leading global financial services company.

Jack Grundhofer’s mother won $100 for giving birth to him, the second child born in 1939 in Los Angeles. A gifted student, Grundhofer attended the highly acclaimed Loyola High School. After his father’s heart attack, he worked full time for months so that his family would not lose their house. He attended Loyola University on a baseball scholarship, where he earned a degree in economics. He joined Union Bank’s training program and went on to earn his MBA in finance from the University of Southern California. By 1972 he was a regional manager for Union Bank. In 1978 he joined Wells Fargo Bank as an executive vice president. In 1986, he was made vice chairman. In 1990 Grundhofer took over First Bank System, which under his guidance became one of the most profitable banks in the United States. In 1998 the bank became U.S. Bancorp, which became the sixth largest bank in the country.
Peter M. Guida
Class of 1981
Professor of Surgery, Cornell University Medical College
Chief of The Frank Glenn Division of Surgery, New York Hospital
Professor of Surgery, Cornell University Medical College; Attending Surgeon, New York Hospital

Peter Guida was born in 1927, the son of a chauffeur. He wanted to be a doctor from the time he was six, when he went for a check-up. He worked at a variety of jobs in his youth and graduated as his high school’s senior class president and valedictorian. A Navy fighter pilot during World War II, Guida attended Long Island University on a scholarship, and received his M.D. degree from Albany Medical College. He worked as a jet engine inspector to pay his way through medical school. Guida has combined his aptitude for mechanics with his medical skills to advance the cause of cardio-vascular surgery. He designed and built the first open-heart lung machine in New York City. He, along with two other surgeons, performed the first open heart surgeries in New York City. Guida was made a Knight in the Order of the Holy Sepulcher, a Papal appointment, in 1985.

Titus Haffa*
Class of 1963
Chairman, Webcor, Inc.

Titus Haffa supported his mother and three sisters after his father’s death when he was nine years old. He sold newspapers and performed various jobs to keep the family intact. His continuous drive paid off and by 1963 he was operating a $100 million business, Webcor, Inc. The company was less than a block from his boyhood newspaper stand and the small frame home in which he was born. Webcor manufactured high fidelity products, electrical housewares, and military electronics. Haffa was Lutheran but contributed generously to Catholic, Jewish, and Protestant churches and made donations to various hospitals. When a synagogue was bombed in Chicago, he spear-headed a drive to rebuild it. Learning that the training of U.S. engineers was in danger of being outdistanced by the Soviets, he gave $100,000 to the Illinois Institute of Technology.

Duane B. Hagadone
Class of 2004
Founder, President and CEO, The Hagadone Corporation

Duane Hagadone was born in 1932 in Coeur d’Alene, Idaho. From the beginning, he had a strong work ethic. He mowed lawns and worked the production equipment at the newspaper his father managed. Rather than go to college, Hagadone wanted to join the newspaper, but he had to start at the bottom. He sold subscriptions door-to-door and then became an ad salesman. Hagadone and his father were planning to buy a paper together, but his father’s sudden death ended that dream. Hagadone took over as publisher of the Coeur d-Alene Press, which was owned by the Scripps League. Later, he became a part owner in the papers he ran, forming the Hagadone Newspaper Company, which included 17 papers. In 1976, Hagadone went out on his own with six of those papers That was the beginning of the Hagadone Corporation, which today includes four divisions in hospitality, real estate, newspapers, and investments.

Chuck Hagel
Class of 2001
United States Senator, State of Nebraska

Chuck Hagel was born in 1946 in North Platte, Nebraska. He began working at the age of five, but when he was 16 his father died and he worked even harder to help his family. He attended college for a few years and then left school to train in broadcasting. He was a news reader in Lincoln when he enlisted in the Army, volunteering for duty in Vietnam. Hagel achieved the rank of sergeant and earned the Vietnamese Cross of Gallantry, Purple Heart, Army Commendation Medal, and the Combat Infantryman Badge. In 1971 he graduated from the University of Nebraska at Omaha. He worked for five years for his congressman. Later, President Reagan appointed him deputy administrator of the Veterans Administration. A pioneer in the cellular phone industry, his company was eventually acquired by AT&T. Hagel was elected to the U.S. Senate in 1996 and re-elected in 2002.

* Deceased
The son of a Baptist minister, Thomas Haggai was born in 1931 in Kalamazoo, Michigan. In his youth, he was stricken with a life-threatening illness. Afterwards, he pledged himself to the service to God and preached his first sermon at the age of 12. When he was 16, he attended college on a baseball scholarship. He served as a senior minister over the next decade, but resigned from the pulpit in 1963 to carry his ministry into the business community. During his speaking career, Haggai was under contract with General Motors, the Pentagon, and many other major organizations. He averaged 250 speeches a year. From 1975 to 1977, Haggai was elected as the first non-food member of the board of directors of IGA, Inc. In 1986, he became chairman and CEO of IGA, the only global supermarketer based in the United States and includes 4,000 licensed/franchised supermarkets in 38 countries.

In 1906, J. M. Haggar, Sr., who was born in Lebanon, visited an uncle in Mexico City. On his return journey, at a stopover in New Orleans, he decided to stay in the United States. He moved to St. Louis, Missouri, where he worked as a salesman for the wholesale firm of Ely and Walker. After marrying and parenting one child, the Haggar family settled in Dallas, Texas, where Haggar worked for the Oberman Pant Company. In 1927, Haggar began his own company, mass-producing fine pants at popular prices, using assembly-line methods patterned after those developed by Henry Ford. Instead of using denim or other work fabrics, Haggar bought the ends of suit materials and made a new kind of dress pants he called “slacks.” His company expanded rapidly. Although Haggar never had a formal education, he contributed to the University of Notre Dame’s Haggar Hall.

George Halas grew up on the streets of Chicago’s tough West Side. He loved athletics, worked hard at perfecting his athletic skills, and went through the University of Illinois lettering in football, basketball, and baseball, and also joined Tau Kappa Epsilon fraternity. After graduation in 1918, he served in the Navy, then briefly played right field for the New York Yankees. Football was his chief interest, however, and in 1920 he organized a professional team backed financially by the A.E. Stanley Co. of Decatur, Illinois. In 1921, the team moved to Chicago, where it played at Wrigley Field, home of the baseball Cubs. Halas called his team the Bears, after the Cubs. Halas not only sparked the Bears to an enviable win-loss record but contributed to the development of a number of all-time great players in the National Football League and the sport as a whole.

Michel Halbouty, the son of Lebanese parents, was born in Beaumont, Texas. By the age of five he was selling newspapers and later clerked in his father’s grocery store. As a teenager, Halbouty was a water boy for the men on drilling rigs in the Spindletop oil field. He attended Texas A&M, and worked his way through by mowing lawns and waiting on tables. He earned his bachelor’s degree in 1930 in geology, and his master’s in geology and petroleum engineering. Later, he earned a degree in geological engineering and then a doctorate in engineering. Halbouty worked as the chief geologist and petroleum engineer for an independent company, but by 1935, he struck out on his own. By the time he was 30, he had made and lost two fortunes wildcatting. After serving in the Army during World War II, Halbouty became the first independent oilman to explore and discover gas in Alaska.
Craig Hall was born in 1950 in Ann Arbor, Michigan. He was diagnosed at an early age with epilepsy and treated with Phenobarbital, which later caused learning disabilities. After overcoming his childhood difficulties, Hall, at 17, used $4,000 in savings to purchase a college rooming house. By age 21, he owned more than 20 buildings and was one of the largest university landlords. He attended the University of Michigan, but left early to focus on his business. Today he is chairman of Hall Financial Group, the successor to the company he formed when he was 17. His diversified holdings have included apartments, banks, oil and gas interests, and part ownership of the Dallas Cowboys. During the economic downturn of the mid-1980s, he lost nearly everything, but has rebuilt his company, which now includes a finance company, a software company, wineries, apartments, hotels, oil and gas production land, and numerous venture capital investments.

Joyce Hall's first experience in the business world came at the age of nine in his home town of Norfolk, Nebraska, selling perfume door-to-door. He helped in his brother's bookstore, and by the time he was 14, he was distributing postcards over a large Midwest territory. Having heard of the “Kansas City spirit” and the progressive attitude it represented, Hall selected Kansas City as the place where he would make his career. In 1910, at age 19, he moved there and launched a mail-order postcard business, which he did while attending business college. His company developed into the largest greeting card firm in the world, Hallmark. The company adopted its famous slogan, “When you care to send the very best,” in 1944. Hallmark grew through its network of specialty retail stores and as the sponsor of the Hallmark Hall of Fame television series. Today, Hallmark's share of the greeting card market is greater than 50 percent.

Carl S. Hallauer was orphaned at age nine. He supported himself by selling newspapers on the streets of Rochester, New York, and worked his way through high school by shoveling snow, mowing lawns, selling clothing, and helping out in the mail room of a newspaper. He later attended the Rochester Institute of Technology at night for four years, and after graduation took more night courses at the Rochester Business Institute. He joined Bausch & Lomb, manufacturers of eyeglass lenses and frames and scientific optical equipment, and in 1935 was elected vice president. Hallauer was a political leader of national repute and was a delegate to every Republican National Convention for several consecutive years. He was a director of many companies, a member of the Society of the Cincinnati, a recipient of honorary degrees from Clarkson and Alfred Universities, and active in civic associations.

Ebby Halliday was born in 1911, but spent most of her youth on a farm in Kansas. Her favorite job in those days was riding her horse from farm to farm selling Cloverine salve, which she bought for 5 cents and sold for 10. Halliday attended a one-room schoolhouse, but went to high school in Abilene, Kansas, where she boarded with the postmaster and his wife. During that time she worked after school on Saturdays, and during summers selling dry goods for J. C. Penney. She graduated in 1929 at the beginning of the Depression and went to work in Kansas City, Missouri, at Consolidated Millinery Company. This began a progressive career in hat sales and management. After seven years, she started her own hat shop with her $1,000 savings. In 1945, Halliday began her real estate career and built the largest independently owned residential real estate firm in Texas and one of the largest in the United States.
George A. Hamid*
Class of 1948
Owner, Atlantic City Steel Pier

George Hamid was born in Broumana, Lebanon, in 1896. He learned tumbling on the village streets, and at the age of nine, having been brought up by his grandmother, joined his uncle’s acrobatic act with the Buffalo Bill Circus in Marseilles, France. The following year, he arrived in the United States and spent his first night in a barn at the Trenton Fair Grounds. He was taught to read and write by Annie Oakley and Buffalo Bill. At 13, he won the acrobatic world’s championship at Madison Square Garden. In 1920 he entered the booking business and developed the world’s largest agency for circus and outdoor talent. In 1936, Hamid bought the New Jersey State Fair in Trenton, and in 1945 he acquired control of the Steel Pier in Atlantic City. Hamid headed the Hamid-Morton Shrine Circus, founded the National Showmen’s Association, and owned New Jersey’s largest motion picture theater chain.

Alfred L. Hammell*
Class of 1959
President, Railway Express Agency, Inc.

Alfred Hammell was born in modest circumstances in El Dorado, California, and had to forgo his formal education before finishing his sophomore year in high school. He spent two years helping the family income by panning for gold on a practically worthless mining claim owned by relatives. Eventually he gave up on this venture and took a job as a baggage handler for Wells Fargo in its San Francisco office. He worked his way up the ladder and served in posts throughout the western United States. Railway Express succeeded Wells Fargo in 1918, and Hammell stayed on to become general manager in Boston, then vice president in San Francisco and Chicago, then executive vice president in New York. In 1949 he was named president and chairman.

Mark Victor Hansen
Class of 2000
Chairman, Mark Victor Hansen and Associates and Chicken Soup for the Soul Enterprises, Inc.

Born in 1948 in Waukegan, Illinois, Mark Victor Hansen took his first job at the age of nine selling greeting cards door-to-door. As a teenager he formed a band that played at YMCA dances, which funded his undergraduate and graduate education in philosophy and communications at Southern Illinois University. In 1974, Hansen started his career as a speaker. He became known as the Master Motivator, making thousands of presentations to many top corporations. He self-published several books whose titles include Visualizing Is Realizing, Sell Yourself Rich, and How To Achieve Total Prosperity. In 1990, he teamed up with Jack Canfield for the book Chicken Soup for the Soul, a collection of 101 heartwarming stories published in 1993. With more than 90 million Chicken Soup for the Soul books sold in North America alone and more than 100 licensed products in the marketplace, it is one of the most successful publishing franchises in America.

Zenon C. R. Hansen*
Class of 1974
Chairman and President, Mack Trucks, Inc.

Orphaned at age four, Zenon Hansen lived first with his grandmother and maiden aunts in Michigan and then with an aunt and uncle in Florida. After graduating from high school in Sioux City, Iowa, he went to work for International Harvester and rose to the executive level. He later became vice president of Automotive Equipment Company in Portland, Oregon. In 1953, Hansen joined Diamond T Motor Company in Chicago and by 1958, he was its president. He was executive vice president and director of the White Motor Company in Cleveland, Ohio. Hansen is best known as the president and chairman of Mack Trucks, whose bulldog symbol is synonymous with his own tenacity, determination, and drive. Hansen supported the Boy Scouts, was president of the national council of Invest-in-America and was active in the Freedoms Foundation at Valley Forge. Although he never received a college education, he was awarded several honorary degrees.

* Deceased
E. Y. Yip Harburg was born on New York to Russian Jewish immigrants. His father was a garment worker and his mother made hair nets. In the first grade, Harburg had his first job—putting pickles in jars at a small pickle factory. He had other odd jobs including lighting lamps along the docks of the East River. After graduating with a BS degree from City College, Harburg worked for an American manufacturing firm in South America, but the business went bankrupt. In 1921, he and a friend started an electrical appliance company in New York City that became quite successful before collapsing in 1929. He began writing lyrics for shows and wrote, in 1932 with Jay Gorney, “Brother, Can You Spare a Dime?” – the unofficial anthem of the Great Depression. He continued to write lyrics for Broadway musicals and movies. His most famous songs include “Over the Rainbow,” “It’s Only a Paper Moon,” and “April in Paris.”

Alexander Hardy could not remember a time in his life when he did not work. At age six he was a fish peddler’s assistant. He also raised chickens and sold eggs to help support his family and to pay his expenses at school. During World War II, he filled top level assignments as a naval intelligence specialist. Following the war, he was chief prosecutor of Nazi ministers of state and executive counsel for the Nuremberg trials. He wrote the widely acclaimed book *Hitler’s Secret Weapon: The Managed Press and Propaganda Machine of Nazi Germany*. In the business arena, Hardy was senior vice president of National Airlines and then served as president of Canteen International, S.A. In 1965, he became chief executive of The AVEMCO Group. Hardy was a member of the National Defense Executive Reserve of the President of the United States under Presidents Eisenhower, Kennedy, Johnson, and Nixon.

The grandson of a German immigrant, Tom Harken grew up in Lakeview, Michigan. As a child, he contracted a debilitating illness. Recuperation took several years, and when he returned to school, he was functionally illiterate. Harken struggled through school for the next several years, keeping his inability to read a secret. Finally, he left school in the seventh grade to work in his father’s small grocery store. He joined the Air Force, and then began a career in sales—first selling vacuum cleaners door-to-door and then recreational vehicles. In 1979, he opened a Casa Olé restaurant. Today, he owns more than 13 restaurants, a real estate business, and other interests. As a grandfather, Harken began the slow, tedious process of learning to read and has since become a passionate advocate in the fight against illiteracy. A motivational speaker, Harken inspires his audiences to overcome adversity. His autobiography is called *The Millionaire’s Secret*.

Leon “Pete” Harman was born in 1919 in Granger, Utah. His mother died of pneumonia when he was only two days old, leaving his father with nine children. When Harman was five, his father also died, and Harman was raised by his aunt on her farm. At 15, he dropped out of school and worked his way to San Francisco, where he worked as a dishwasher and learned the restaurant business. In 1941, with $15 and an installment loan, Harman bought a 16-seat restaurant in Salt Lake City and called it the Do Drop Inn. After serving in World War II, Harman met Colonel Harland Sanders and helped him in developing the concept of Kentucky Fried Chicken. Harman, who is crediting for naming the restaurant chain and for the idea of selling chicken in buckets, became the fast food restaurant’s first franchisee. Today, he owns 245 Kentucky Fried Chicken restaurants in Utah, Colorado, California, and Washington.

* Deceased
Alexander Harris went to work for Ronson Corporation shortly after the company developed the first pocket lighter in 1913. Harris worked his way up the ladder and became the company’s second president in 1940. During World War II, the company developed new products to help with the war effort, such as flame throwers and bomb fuses. Harris retired in 1953.

Bernard Harris, Jr. was born in 1956 and lived in Houston until the age of six, when his parents divorced. He moved with his mother and siblings to the Navajo Indian reservation in Greasewood, Arizona, where his mother was a teacher. Five years later Harris’s mother remarried and they returned to Texas. Harris paid his own way as a teenager playing in a band and working in several other jobs. In 1978 he earned a B.S. degree from the University of Houston and then earned his M.D. degree from the Texas Tech University School of Medicine. He served a fellowship in endocrinology at NASA/Ames Research Center in California, and then served as a flight surgeon at the Johnson Space Center. In 1991 he became an astronaut and flew in two space shuttle missions. Harris was the first African-American to walk in space when Discovery hooked up with Russia’s space station Mir.

Born in 1938, Ira Harris was raised in the Bronx. He attended the University of Michigan and began his financial career selling mutual funds door-to-door in New York. Soon he joined Granbery Marache, the predecessor of Blair and Company, as a retail securities salesman. He began writing his own research reports, and soon developed a strong following among leading corporate executives. In 1964, Blair sent him to Chicago to revive its faltering office there. The 26-year-old Harris soon turned the Chicago office into a leading moneymaker. Within three years, he was hired by Salomon Brothers to build its investment banking presence in Chicago. Through his expertise in corporate mergers and acquisitions, Harris brought major new clients to his firm. Recognized as one of the nation’s most creative merger experts, Harris has closed some of the most important corporate deals. In 1983, he resigned to devote himself full time to the investment banking business.

Born on a farm in Sweetwater, Oklahoma, Venita VanCaspel Harris spent her childhood picking cotton, blackeyed peas, peanuts, and watermelons to help her family. She worked as a hairdresser in a five-and-dime store during high school, and at jobs that ranged from typing to domestic work to pay her way through college. With a degree in economics, Harris began a career as a financial planner in the early 1960s. In 1968 she founded VanCaspel & Co., Inc., a stock brokerage firm, which she headed for 19 years. She was also the first female member of the Pacific Stock Exchange. Harris has hosted seminars on financial planning and investing, and has written six bestselling books on money management, including Money Dynamics for the 1990s. In 1987, VanCaspel & Company, Inc. merged into Raymond James & Associates, Inc., members of the New York Stock Exchange.

* Deceased
Ralph Hart was born in a rural area of Montana and earned money by catching gophers. He had only an eighth-grade education, but the farmer for whom he worked was a close friend of a manager of the Union Bank of Canada. At 17, he was hired as a junior ledger keeper and was later promoted to accountant. While he was working at the bank, Standard Typewriter Company hired him to sell typewriters. Selling and marketing became Hart’s passion and he took over the company to establish the Hart Typewriter Company. After losing money in the stock market, Hart sold the rights of his company and later sold Colgate products in Canada. He traveled to India for the company and after World War II worked in other countries worldwide. In 1957, he became executive vice president and COO of Colgate-Palmolive. Seven years later he left to become president, chief executive officer, and chairman of Heublein, Inc.

Paul Harvey was born in Tulsa, Oklahoma, in 1918. His father, a policeman, was killed during a shoot-out when Harvey was just three. While still in high school, Harvey started his radio career at KVOO in Tulsa. Later, while attending the University of Tulsa, he continued working at the station as an announcer, then as a program director. He spent three years as a station manager in Salina, Kansas, then did news casting in Oklahoma City. He worked as a roving reporter in St. Louis until World War II. He served in the Army Air Corps and then settled in Chicago and was a broadcaster for ABC. In 1951, he went coast-to-coast with his own show. He is the most listened-to radio personality in America, and Paul Harvey News is now the world’s largest communications conglomerate with 1,300 radio stations, 400 stations on the American Forces Radio Network, 100 television stations, and 300 newspapers.

The son of a car upholsterer, Robert Hawkinson was born in Chicago in 1920. During the Depression he moved with his family to a farm in Michigan. While there, he attended a one-room country school. He returned to Chicago during his teens and earned money working as a delivery boy and gas-station attendant. In college, he worked as a laborer, order picker, and on an assembly line. He served in the Army Air Corps during World War II and rose to the rank of captain. His war service included flying 80 combat missions in Europe. In 1945, Hawkinson started at Belden as a junior engineer and continued his formal education at night. Nine years later he completed the University of Chicago Executive Program, a two-year post-graduate course that led to an MBA. In 1963, Hawkinson became president of Belden.

Born in 1949 in Warrenton, North Carolina, Rick Hendrick was raised on his family’s tobacco farm in Virginia. Throughout his youth, Hendrick worked on the farm. Out of high school he enrolled in a five-year work-study program with Westinghouse Electric, but left early to sell used cars. He became a used car salesman and was soon made general manager. In 1975, Hendrick sold all he owned to buy a struggling GM dealership in South Carolina. Under his guidance, the franchise soon became the most profitable in the area. That, combined with success in his next dealership in North Carolina, was a precursor to the Hendrick Automotive Group, which currently consists of more than 60 dealerships and 5,000 employees from the Carolinas to California. In 1984, Hendrick entered the NASCAR Winston Cup Series. Today, Hendrick Motorsports supports five full-time teams in NASCAR’s top two divisions and has won nine NASCAR championships.
Willie W. Herenton  
Class of 1988  
Superintendent, Memphis City School System  
Mayor, City of Memphis, Tennessee

Born in Memphis, Willie Herenton was raised by his mother and grandmother in the South during an era of racial segregation. When he was 11, he joined a boxing program at the local YMCA. By the time he graduated from high school in 1958, he had won several southern AAU championships, the Kentucky Golden Gloves, and was the Tri-State Boxing Champion four times. He attended LeMoyne Owen College in Memphis and later became a fifth-grade teacher in Memphis. He earned a master’s at Memphis State University and his doctorate at Southern Illinois University. Herenton served as principal of the school he attended as a child and in 1979 became superintendent of Memphis City Schools, the 15th largest school system in the United States, and one of the poorest. In 1991, he was elected the first African-American mayor of Memphis. Currently, he is serving an unprecedented fourth term.

John O. Hershey*  
Class of 1981  
Chairman and President, Milton Hershey School

John Hershey, born in 1916 in Ohio, was separated from the rest of his family when his mother died shortly after his birth. Raised by his aunt, Hershey always believed his experience helped him to empathize with the young boys he would later supervise. He earned a degree in sociology in 1938 from Taylor University in Indiana. While serving as a house parent to 23 boys at the Milton Hershey School, he earned a master’s and doctorate in education and counseling from the University of Pennsylvania. He served as president of the Milton Hershey School from 1950 to 1981. After becoming a member of the Horatio Alger Association, Dr. Hershey served as the chairman of the Scholarship Committee, a post he held for 17 years. His strong commitment to the Association’s mission and his dedication to helping young Scholars made him an apt recipient of the Horatio Alger Association’s highest honor, the Norman Vincent Peale Award, in 2006.

Walter J. Hickel  
Class of 1972  
Governor of Alaska  
Former Governor of Alaska

Walter Hickel was born in 1919 in Claflin, Kansas, the eldest son in a family of 10. His parents were tenant farmers and Hickel worked on the farm from the time he was eight. Looking for adventure, he traveled to Alaska at the age of 21, arriving with 37 cents in his pocket. He worked at odd jobs, including logging and bartending. During World War II, he served in the Army Air Corps. After the war, he started a real estate development business, and became heavily involved in Alaska’s fight for statehood. Hickel was elected chairman of the Republican National Committee in 1954, a position he held for 10 years. In 1966, he won the governorship of Alaska. In 1968, President Nixon appointed him secretary of the U. S. Department of the Interior. In 1990, Hickel once again became Alaska’s governor under the banner of the Alaska Independence Party.

James M. Hill*  
Class of 1962  
Hill Enterprises

James Hill was born in 1889, in Dover, Ohio. He was one of eight children in his family and as a child he sold newspapers and worked in Dover’s steel mills, making less than 12 cents an hour. After graduating from high school, he joined the B & O Railroad as a billing clerk. Two years later he returned to the steel mills and became an assistant at the Reeves Manufacturing Company in Dover. He worked his way up to management in several steel companies. In 1922, he became the manager of a new company, Weirton Steel. He went on to manage other ailing steel companies and became known as the “doctor of sick plants.” A positive thinker, Hill was fond of saying, “It can be done and if anyone can do it, why can’t I?” In 1947, he retired from the steel industry and started Hill Enterprises, which included a foundry for cast iron soil pipes and fittings.

* Deceased
The son of a Norwegian immigrant, Conrad Hilton was born in 1887. He began his famous career by renting out rooms in the San Antonio adobe house in which he was born while he traveled as a salesman. He tried his hand at a variety of positions until he became cashier of a bank. His shrewd and successful organizational methods proved valuable here, and he soon formed the New Mexico State Bank of San Antonio, becoming its president two years later. He entered the hotel business in 1919, taking over a small hotel in Cisco, Texas. For the next 20 years he bought, sold, and built hotels throughout Texas. Today, there are 500 Hilton hotels in all the major cities of the world. Hilton served as a representative in the first legislature when New Mexico became a state in 1912. He holds several honorary degrees, as well as the annual Brotherhood Award, and the Freedom Foundation Award.

Born in Latvia, Joseph Hirshhorn was the 12th of 13 children. He came to the United States with his mother when he was six. A fire gutted their home in Brooklyn, sending his mother to the hospital. Hirshhorn and his siblings were sent to live with neighborhood families. He dropped out of school when he was 12 and, at 17, set himself up as a broker on the curb market. At 28, he was making $2 million a year as a broker’s broker. In 1936, he had holdings in the Preston East Dome Mines, where gold was discovered. He invested in uranium mines in Canada and maintained interests in silver, lead, zinc, and copper mines. Art was Hirshhorn’s passion. He donated his entire collection of some 5,600 works to the United States. The collection is housed on the Mall in Washington, D.C., in the Joseph H. Hirshhorn Museum and Sculpture Garden.

Morris Hite, Jr., was born in Oklahoma in 1910. When his father’s banking business collapsed in the panic of 1907, his father left town to try to start over. Hite’s mother died a few years later, so Morris was raised by his grandparents. To help out, he sold farm produce and milk door-to-door. Hite quit high school and went to work full-time as a publicist for the Griffith Amusement Company’s movie theaters. After two positions in the field of advertising Hite, at age 19, set up his own advertising agency, which suffered in the Depression. In 1937, he moved to Dallas and joined the Tracy-Locke-Dawson advertising firm. He served in World War II and then returned to make his ad firm the best in the Southwest. In 1982, following the merger of Tracy-Locke with BBDO International, he organized a new holding company, Allcom. Hite’s civic participation in Dallas spanned 45 years.

Luther Hodges was born in a log cabin on a tenant farm. One of nine children, he struggled to educate himself, working his way through the University of North Carolina, where he was president of the student body and his senior class. He was a member of the Order of the Golden Fleece, the biggest honor on campus. Hodges rose in the business world to become vice president of Marshall Field and Company, and later became North Carolina’s industry-seeking businessman governor. He served as Secretary of Commerce under both Presidents Kennedy and Johnson and was an outstanding leader in trade expansion. He was chairman of the board of Research Triangle Foundation and director of several large corporations. One of the world’s busiest men, Hodges was highly ethical, observed strict self-discipline, and lived by religious principles. His entire life was based on service to his fellow man.

* Deceased
Paul Gray Hoffman*  
Class of 1953  
Chairman, Studebaker-Packard Corporation

Paul Gray Hoffman landed his first job in the automobile industry, working as a porter and then as a used car salesman. He later became a salesman for the Studebaker Corporation, where he rose to the positions of sales manager and district branch manager of the Los Angeles branch. He was administrator of the Economic Cooperation Administration (the Marshall Plan) for nearly three years, after which he became president and director of the Ford Foundation for two years. He resigned from this position in 1953 to serve as chairman of the board of the Studebaker-Packard Corporation.

Dennis Franklin Holt  
Class of 1998  
Chairman & CEO  
Western International Media Corporation  
Chairman & CEO, Patriot Communications LLC

Dennis Holt was born in a farmhouse in Minnesota at the end of the Depression. His father, a Swedish immigrant, moved his family to Los Angeles in 1939. After his father’s debilitating heart attack, Holt worked to support his family as an extra on the popular television show, “The Adventures of Ozzie and Harriet.” He attended the University of Southern California on a baseball scholarship and earned a degree in public administration. Holt worked for a local radio station selling air time, then accepted an offer from RKO to work in San Francisco. Later, he went to New York to sell time on national television. He formed a media buying service called U.S. Media, which became an enormous success. Holt sold that company and, in 1969, started Western International Media in Los Angeles, which he has since sold. Currently, he is the chairman and CEO of Patriot Communications, a technology-driven marketing company.

Clifford F. Hood*  
Class of 1954  
President, United States Steel Corporation

Clifford Hood was born on a farm near Monmouth, Illinois, and at 10 years old secured his first job as a water boy for a threshing crew. He entered the steel industry in 1917 as an operating clerk at American Steel and Wire Company. After fighting in World War I, he returned to American Steel and Wire as a foreman, eventually becoming assistant superintendent and then superintendent of the South Works. Later he was named manager of the firm’s entire Worcester district operations. He became president of United States Steel Corporation, American Steel and Wire, and Carnegie-Illinois, a subsidiary of American Steel and Wire.

Herbert C. Hoover*  
Class of 1953  
Thirty-first President of the United States

Herbert Hoover was orphaned at an early age and lived with an uncle in Oregon. He earned money as a farm laborer and office boy. He worked his way through Stanford University by serving as a secretary and by managing both a newspaper route and a laundry agency. He earned a degree in geology and became an engineer for the U.S. Geological Survey and other mining companies throughout the world. He was drafted by the American ambassador to direct the relief of 16 million people in Belgium and northern France during World War I. He was the U.S. Food Administrator, and after the Armistice, the Allied governments drafted him to direct the relief and reconstruction in Europe, involving more than 320 million people. He served as the Secretary of Commerce under Harding in 1921. In 1929, Hoover became the 31st president of the United States.

* Deceased
Bob Hope*
Class of 1968
Entertainer

The fifth of seven sons, Bob Hope, whose real name was Leslie Townes, was born in London, England in 1903. He came to America with his parents when he was four and settled in Cleveland. Hope tried several early careers as a dance instructor, a clerk, a newspaper reporter, and an amateur boxer. He began dancing with a partner in vaudeville, then had parts in Broadway musicals. It was at this time he changed his name to Bob Hope. His radio debut was in 1934, and his first television broadcast was in 1950. In 1948 he did his first overseas Christmas show, and entertaining U.S. troops became an annual tradition. Hope's motion-picture career spanned nearly four decades, and included the famous Road pictures, in which he starred with Bing Crosby and Dorothy Lamour. Known as “the King of Comedy,” Bob Hope was the recipient of the Medal of Freedom.

John Jay Hopkins*
Class of 1953
Chairman and President
General Dynamics Corporation

John Jay Hopkins' first job was as a newspaper boy. He graduated from the University of California, worked briefly in the petroleum industry, and then entered Harvard Law School. He served as special assistant to the Secretary of the Treasury before becoming vice president of the Electric Boat Company. He later became president of Electric Boat and its combined three units in 1952, forming General Dynamics. He was head of General Dynamics Corporation, one of the nation's leaders in the development of atomic energy.

Edward A. Horrigan, Jr.
Class of 1981
Executive Vice President, R. J. Reynolds Industries, Inc.
Chairman and Chief Executive Officer, R. J. Reynolds Tobacco Company

Chairman, Balmoral Investments, Inc.

Edward Horrigan was born in 1929 in New York. His father, an accountant, was unemployed during most of the Depression and his mother suffered from tuberculosis. Horrigan delivered groceries, ushered at movie theaters, and pumped gas to help his family. He attended the University of Connecticut on a football scholarship. Horrigan served as an officer in the Army during the Korean conflict, where he was awarded the Silver Star for gallantry in action. Upon his return he began a sales career with Procter & Gamble. He later held executive positions at the Ebonite Company, Thomas J. Lipton, Inc., and the Buckingham Corporation. In 1978 he became chairman and chief executive officer of R. J. Reynolds Tobacco, International. Within two years he was promoted to chairman, president, and CEO of the corporation's most profitable subsidiary, R. J. Reynolds Tobacco Company.

John A. Howard
Class of 1967
President, Rockford College
Senior Fellow, The Howard Center for Family, Religion & Society

Raised by a single mother, John Howard worked his way through two years at Princeton University, and then served in the Army during World War II. He earned a battlefield commission and two silver stars for bravery. After the war, he completed his B.S. degree at Northwestern University, and earned an M.A. in counseling and guidance. After teaching for a few years, he became president of Palos Verdes College in California. In 1956, he became executive vice chairman of President Eisenhower's Committee on Government Contracts. He returned to Northwestern for doctoral studies in French literature, and then accepted the presidency of Rockford College, a position he held for 17 years. While there, he raised funds for a new 300-acre campus. In 1976 he established the Rockford College Institute. Convinced of the importance of its mission, Howard resigned as president of the college and became the institute's first director.

* Deceased
Paula Hughes was born in 1931 at the beginning of the Depression. She grew up in Brooklyn, where she sold secondhand articles from a sidewalk stand to pay for voice lessons. She babysat to earn money for clothes. Married at age 17, she soon became pregnant. Divorced by age 20, she realized her secretarial salary wouldn’t be enough to support herself and her daughter so she took a sales job with Brown & Bigelow selling corporate advertising items. Of Brown & Bigelow’s 2,400 employees, Hughes was the only woman on the sales force, and was their top sales person when she left the company eight years later. In 1962 she became a registered broker with Shields & Company. Later she became vice president of Thomson McKinnon Securities, Inc. and earned the title “First Lady of Wall Street.” Hughes contributed to innumerable charities, donating her time, talent, and resources.

Wayne Huizenga was born in a Chicago suburb in 1937, but lived in Florida with his mother following his parents’ divorce. He worked in a gas station in high school, served in the Army, and then spent some time in school, which he left to work with a friend who owned a garbage collection company in Pompano Beach. In less than two years, Huizenga struck out on his own and eventually co-founded Waste Management, which became the largest waste disposal company in the U.S. In 1987, he and two partners bought control of Blockbuster, taking it from eight stores to the largest home video company in the world. After selling out to Viacom, Huizenga created AutoNation, the first nationwide auto dealer in the country and the first to go public. Huizenga, who owns the Miami Dolphins, is the only person in history to build three Fortune 1000 companies practically from scratch.

Jon Huntsman was born in Idaho in 1937. He grew up picking potatoes and hunting and fishing to put food on the table. As a teenager, he worked two jobs to help his family. Huntsman attended the University of Pennsylvania Wharton School of Finance on scholarship, and then joined the Navy. He left the service in 1961 as a lieutenant and entered the egg business with his wife’s uncles in California. Looking for a replacement for cardboard containers, Huntsman pursued the idea of a plastic egg carton. By 1967, he was made president of the joint venture. During that time, he went to the University of Southern California to earn his MBA. In 1970 he formed his own company, which developed the clamshell container used in fast-food restaurants. Huntsman Container went on to develop about 70 other major packaging products, including the first plates, bowls, dishes, and carry-out containers made from plastic.

Milton Hulme started a career as a railroad brakeman when he was 16 to help bolster his family’s modest income. After a short time he was laid off and took whatever work he could find. He was a store clerk, a laborer in a rubber factory, and an assistant to an insurance adjuster. Although his formal education was limited, young Hulme was fascinated by the securities business and took a job as a “board boy” at less pay to learn while he worked. He chalked prices on a blackboard in Glover & MacGregor’s customers’ room and after work studied circulars and annual reports. His hard work paid off and he was promoted rapidly. Eventually he became president of the brokerage firm. He later organized Hulme, Applegate & Humphrey and built it into one of the most successful investment banking houses in the country. In addition, he directed 21 companies throughout the United States.

* Deceased
Roy T. Hurley*
Class of 1956
President, Curtiss-Wright Company

Roy Hurley never completed his formal education. Instead, he enrolled in several mail-order courses and read library textbooks to learn about his passion, aeronautics. He entered the field of aeronautics as a mechanic in an aviation factory. Later, he became a plane inspector in World War I and head of the production staff at Bendix Aviation Company. He in World War II, and was appointed president of Curtiss-Wright in 1949. He later served as chairman of the board at Curtiss-Wright. His knowledge and experience in the field of aerodynamics accounted for his meteoric rise in his profession.

James L. Hutchings
Class of 1990
Chairman of the Board
S&H Fabricating & Engineering, Inc.
Chairman of the Board and CEO,
S&H Automotive Products, Inc.

Born in 1938 in Pontiac, Michigan, Jack Hutchings developed a degenerating optic nerve disorder that caused him to progressively lose his sight. By the age of 16 he was legally blind, and by the time he reached his 30s he was virtually sightless. A talented vocalist, Hutchings was a rock and roll singer in high school. He spent four summers at the highly regarded Interlochen Music Camp in Michigan. Mechanically talented, Hutchings worked long hours in his garage to establish a business. He developed S&H Fabricating & Engineering, which supplied air conditioning assemblies for car companies. Today, most of his work is for General Motors. When Hutchings offers advice to young people, he says, “Despite a handicap, you can do anything you want to do. My story is that no matter what you have going against you, if you want it badly enough, you’ve got to take it, and never look back.”

Arthur E. Imperatore, Sr.
Class of 1982
Chairman of the Board & President,
A-P-A Transport Corporation
Chairman Emeritus, NY Waterway

Born in 1925 in New Jersey, Arthur Imperatore was the son of Italian immigrants who ran a small grocery store. Imperatore was the oldest of five brothers in a family of 10 children. As a youngster he worked delivering pickles for 50 cents a day. Later, he worked as a newspaper boy, bowling alley pin boy, and restaurant dishwasher. During high school he often held three jobs at once. After serving as a navigator aboard B-24s and B-29s during World War II, Imperatore joined his brothers in a trucking business. Before long, the Imperatore Brothers Trucking Company became known nationally as A-P-A Transportation Company, which grew to be the most successful short-haul common carrier in the nation. In 1986, Imperatore launched NY Waterway, which became the largest ferry fleet in the New York Harbor. Since then his ferries have carried 65 million passengers.

Daniel K. Inouye
Class of 1989
United States Senator from Hawaii

Born in 1924 in Honolulu, Daniel Inouye was raised in a tenement. His family of six was very poor and it was not uncommon for them to divide a single egg for breakfast. In high school Inouye worked part-time parking cars and giving haircuts to fellow students. During the Japanese attack on Pearl Harbor, Inouye, at age 17, was one of the first Americans to handle civilian casualties in the Pacific war. In 1943, he joined the Japanese-American special Nisei combat unit. Nine days before the German surrender, Inouye was wounded by a grenade, which resulted in the loss of his right arm. He earned a degree from the University of Hawaii and then worked his way through George Washington University Law School in Washington, D.C. When Hawaii became a state in 1959, Inouye became the state’s first congressman. In 1960, he was elected to the U.S. Senate and is now serving his seventh term.

* Deceased
Russell L. Isaacs
Class of 1987
Chairman & CEO, Heck's Inc.
Partner, Russell L. Isaacs & Co.

Born in Wheeling, West Virginia, the fifth child of a Welsh coal miner, Russell Isaacs was sent to live with relatives after his mother died when he was seven. His father reunited his children in the tiny house where Isaacs had been born. While their father worked long hours at the mine, the children took care of themselves and one another. By age 12, Isaacs had started his own hauling business. In 1952, he joined the Marines and served in Korea. He used the GI Bill to enroll at West Virginia University, finishing a four-year accounting course in less than three years. Upon graduation, Isaacs joined a Charleston accounting firm. In 1962, he became comptroller and treasurer of Heck's, a small department store chain. He became president in 1973. In 1979, he joined a brokerage house as an executive vice president. Three years later, he formed his own investment banking firm.

M. Douglas Ivester
Class of 1999
Chairman of the Board and CEO
The Coca-Cola Company
President, Deer Run Investments, LLC
Chairman of the Board & CEO, Retired, The Coca-Cola Company

The only child of factory workers, Doug Ivester was born in 1947 in New Holland, Georgia. He began working at the age of eight, cutting grass, working on farms, raising chickens, and eventually doing construction work. By the time he was in high school, he was working 35 hours a week at Kroger’s, saving money for college. He earned a degree in accounting from the University of Georgia in Athens and then joined Ernst & Ernst, where he was part of the team that audited the Coca-Cola Company account. Soon, he joined Coca-Cola as assistant controller and director of corporate auditing. Ivester quickly rose through the ranks of the company. In 1994, he was elected president and chief operating officer and became a director of the company. In 1997, he was elected chairman of the board and chief executive officer of The Coca-Cola Company, the tenth chairman in the company’s history.

Walter L. Jacobs*
Class of 1959
Chairman of the Board and CEO
The Hertz Corporation

Walter Jacobs started his career as an automobile salesman after graduating from a Chicago high school. He was only 22 when he conceived the idea of renting automobiles. He purchased 12 used Model T Fords with his savings, repaired and painted the cars, and rented a vacant lot. The idea was an immediate success and in less than one year he doubled his fleet. Five years later, Jacobs sold his company to John Hertz, then president of the Chicago Yellow Cab Company, where Jacobs stayed on as vice president. In 1953, Jacobs was named vice president and director of the Hertz properties, which had been purchased by GM and then the Omnibus Corporation. After the name of the company changed to The Hertz Corporation, Jacobs became president and COO. From the original 12 Model Ts, Hertz became the world’s largest car and truck rental service.

Arthur G. James*
Class of 1987
Professor of Surgery & Medical Director, Cancer Research Institute, Ohio State University Hospital

* Deceased

Born in a small coal mining town in Ohio, Arthur James was the son of Italian immigrants. He attended a two-room school in the mining camp where his father worked. Later, when his parents began operating a grocery store, he helped them. In 1920 he attended Ohio State University on a scholarship. He earned his B.A., M.S., and M.D. degrees at the same school, and did his surgical residency at the Ohio State University Hospital. In 1942, he was accepted as a fellow in cancer training at Memorial Sloan-Kettering Cancer Center in New York City. He interrupted his training to serve in the Army during World War II. After the war, he was an assistant professor of surgery, specializing in oncology. James served as the medical director of the Cancer Research Institute, which was renamed the Arthur G. James Cancer Hospital and Research Institute in 1987 to honor and recognize his work.
Daniel James, Jr.*
Class of 1976
Commander in Chief, North American Air Defense Command

Reared in Pensacola, Florida, Daniel James, Jr., was the youngest of 17 children. Dissatisfied with segregated education, his mother started a school that included 70 neighborhood children. James' interest in aviation stemmed from watching flights from the nearby U.S. Naval Air Station. At age 12, he took odd jobs at an airport in exchange for plane rides and flying lessons. In 1942, he served as a civilian flight instructor in the Army Air Corps. He was involved in protests to provide equality for blacks within the armed services. When President Truman ordered the integration of the armed forces, James flew more than 101 combat missions over Korea in 1950 and 1951. He moved steadily up the ranks and in 1975 became the United States' first black four-star general. He was Commander-in-Chief of the North American Air Defense Command and the U.S. Air Force Aerospace Defense Command.

Peter J. Jannetta
Class of 1990
Chairman, Neurological Surgery, University of Pittsburgh School of Medicine
Vice Chairman of Neurosurgery, Allegheny General Hospital

Peter Jannetta was born in Philadelphia. He was on the high school swim team that won the state championship and was named All-American. When he was 18, Jannetta had a cancerous tumor removed from his neck. He recovered and attended the University of Pennsylvania where he earned a degree in zoology. He sold Fuller Brushes and worked in a lab while attending medical school. His distinguished career has taken him from neurological surgery at UCLA to the post of chairman of the Department of Neurological Surgery at Louisiana State University Medical Center, and then to the same position at the University of Pittsburgh School of Medicine, where the Peter J. Jannetta chair in neurosurgery was established to honor his pioneering efforts in the treatment of cranial nerve disorders. Currently, this world-renowned neurosurgeon is a part of the Department of Neurosurgery at Allegheny General Hospital.

Dean W. Jeffers
Class of 1975
General Chairman and CEO, Retired, Nationwide Insurance Companies

Dean Jeffers was born in rural Monroe County, Ohio, in a log house that had no running water or electricity. He did farm chores throughout his youth. Jeffers worked his way through Ohio University and graduated with a teaching degree. He spent two years teaching in a country school, and then worked as a principal at a consolidated elementary school in northern Ohio. To supplement his income Jeffers sold insurance. During World War II he served in the Marines, and then returned to the insurance business. He quickly moved through the ranks of the company, becoming president and general manager of Nationwide Insurance Companies in 1969. In 1972, he became chairman and chief executive officer. He once said, “If you are honest, positive, responsible, and a hard worker, you can pretty much accomplish whatever goals you set for yourself.”

George W. Jenkins*
Class of 1966
President, Publix Supermarkets, Inc.

George Jenkins was born in a small town near Warm Springs, Georgia, in 1907. In 1925, at the end of his freshman year at Georgia Tech, he went to Florida on vacation where he met the owner of 14 Piggly Wiggly grocery stores. Because of his experience in stores, Jenkins was offered a job. He started as a clerk, but quickly became a manager. Five years later he risked all he had to start a new grocery store, which he named Publix. In 1940, he opened the first Publix Super Market, which was one of the first grocery stores to have fluorescent lights, air conditioning, custom refrigeration cases, wide aisles, and an electric-eye door. In the 1950s he added bakeries to his stores. In the 1980s he added pharmacies. Today, Publix is the largest employee-owned supermarket chain in the United States and one of the 10 largest-volume supermarket chains.

* Deceased
Waylon Jennings was born in 1940 in Littlefield, Texas. His father was a sharecropper and the family home was a one-room corrugated metal lean-to with a dirt floor. By age 10, Jennings was working in the cotton fields and playing guitar in his spare time. Anxious to get his career going, Jennings left school when he was 16 and put together his own country music band. In 1958, he began playing bass in Buddy Holly's band. He received a Grammy in 1968 for Best Group Performance for “MacArthur Park.” In 1974 he had his first number one single, “This Time.” One year later he was named Male Vocalist of the Year by the Country Music Association. He went on to make nine gold records, two platinum albums, two double platinum albums, and one quadruple platinum album. Jennings won his second Grammy in 1978 for “Mammas, Don’t Let Your Babies Grow Up to Be Cowboys.”

George Johnson was born in Richton, Mississippi, in 1927, in a three-room sharecropper's shack. His parents separated when he was two, and he moved to Chicago with his mother. As a boy, Johnson shined shoes and collected bottles to help his mother put food on the table. He quit school in the tenth grade to work full-time as a busboy, then became a waiter while working evenings setting pins in a bowling alley. The turning point in Johnson's life came when he went to work for the black-owned cosmetics firm, Fuller Products Company. S. B. Fuller, who started his company with $25 during the Depression, was a role model for Johnson. In 1954, Johnson and his wife began manufacturing their first hair care product, which they sold from the back of their station wagon. In 1971, Johnson Products became the first minority-run business to be listed on the American Stock Exchange.

The son of Norwegian immigrants, Henry Johnson was born in Chicago. His father left the family during the Depression to look for work and never returned. From the time he was 12, Johnson worked cutting lawns, delivering newspapers, and sweeping floors at school. After high school, he worked for Montgomery Ward, delivering mail for less than $15 a week. Johnson attended night school at Northwestern University and later earned his MBA from the University of Chicago. During World War II he served in the Air Force and flew 23 missions over Europe. He joined Aldens, a furniture catalog company, as a buyer and over the next 25 years rose to the rank of vice president. He later joined Avon Fashions to head up their catalog operation. Two years later, he became CEO of Spiegel, which he transformed to a preeminent catalog store. In 1986, Johnson started his own business as a consultant.

* Deceased
Herbert C. Johnson*  
Class of 1974  
Chairman, Consolidated Natural Gas Company

Herbert Johnson, the son of Swedish immigrant parents, was born in Staten Island, New York. He attended public schools and had his first job at age 12, pulling nails out of boards so that they could be reused. Other jobs included peddling eggs, selling buttermilk in two-quart cans for the local dairy, selling Eureka vacuum cleaners door-to-door, and serving as a temporary salesclerk at an A&P grocery store. In 1927, Johnson began his career with Standard Oil Company. Under Standard's tuition reimbursement program, he obtained a degree in business administration from New York University's night school. In 1943, Standard Oil formed Consolidated Natural Gas Company and assigned Johnson there. He rapidly moved from assistant treasurer to treasurer to vice president, and ultimately to president and chairman. He retired in 1974 and became a director of Brooklyn Union Gas.

John H. Johnson*  
Class of 1966  
Publisher, Chairman & CEO, Johnson Publishing Company, Inc.

When John Johnson was in the eighth grade, his mother, a widow, moved them from Arkansas to Chicago, where he would have an opportunity to get a better education. Johnson was an honor student and served as president of his class as well as student council president. He was also the editor of the school newspaper and yearbook. While attending the University of Chicago at night, Johnson spent his days summarizing daily news about the black community for the Supreme Life Insurance Company. This led to Johnson's creation of a student magazine for a black readership. He published *Negro Digest* in 1942, using the $500 he received from pawning his furniture. In less than a year, the magazine's circulation swelled from 5,000 to 50,000. Johnson went on to control the nation's largest black-owned company, as the publisher of *Ebony*, *Jet*, and *EM*, as well as other businesses, including Fashion Fair Cosmetics, Ebene Cosmetics, Supreme Beauty products, and three radio stations.

Rafer L. Johnson  
Class of 1981  
Vice President, Community Affairs  
Continental Telephone Service  
Corporation  
Olympic Gold & Silver Medalist  
Chairman of the Board, California Special Olympics

Rafer Johnson was born in 1935 in Texas, but moved with his parents to California when he was nine. For a time they lived in a railroad boxcar while Johnson's father worked on the railroad. A phenomenal athlete, Johnson won a scholarship to UCLA in 1955, where he was also an outstanding student and served as president of the student body. One of the great track and field athletes of all time, Johnson has set many world and Olympic records in the decathlon. He won the gold medal in 1955 Pan American Games in Mexico City, a silver medal in the 1956 Olympics in Melbourne, and the gold medal in the 1960 Olympics in Rome, during which he was captain of the American team. In 1984, he ran the final leg of the relay to light the Olympic torch that opened the Summer Games in Los Angeles. Johnson was inducted into the National Track & Field Hall of Fame.

W. Thomas Johnson  
Class of 1988  
Publisher & Chief Executive Officer, Los Angeles Times  
Vice Chairman, The Times Mirror Company  
President, Chairman and CEO, Retired, CNN

Thomas Johnson was born in Macon, Georgia. His father, plagued by ill health, did odd jobs. Johnson helped his father by selling watermelons in the summer and wood in the winter. His mother worked in a grocery store. Throughout high school Johnson worked with the Macon Telegraph-News. He was an outstanding young journalist, and the publisher, Peyton Anderson, set up a college scholarship for him and later funded a master's in business administration from Harvard. After serving as a White House Fellow, Johnson worked under Bill Moyers, then press secretary to President Lyndon Johnson. He continued as assistant press secretary and as executive assistant to President Johnson until 1969, then returned with the President to Texas to help set up the presidential library. In 1977, Johnson became president of the Los Angeles Times. He was named publisher and CEO three years later. In 1990, he became chairman, president, and CEO of the CNN News Group.

* Deceased
Wallace E. Johnson was born into a poor farm family in Edinburg, Mississippi. He earned his first dollar at age seven picking cotton. He learned carpentry as a teenager and later worked in lumber yard and as a building supply salesman. He went into the home-building business in Memphis, Tennessee, at age 38, with a $250 loan. Within a few years his business was the largest and most successful in the South. In 1953, he joined with Kemmons Wilson, board chairman of Holiday Inn, to build the firm into a nationwide chain. The result was one of the most extraordinary business success stories of modern times. Johnson was chairman of the board of Medicenters of America, Inc., which he founded in 1966 with Kemmons Wilson. He headed or held offices in more than 75 corporations.

Wayne Johnston was a small boy when his father died. His mother taught school to provide for her three sons, and the boys sold newspapers and magazines to assist her. Johnston completed high school and worked his way through the University of Illinois by working as a janitor in a sorority house and performing other odd jobs. During the summer, he served as a guide in Yellowstone National Park and worked as switchman and yard clerk for the Big Four Railroad. Johnston received an undergraduate degree in 1919. He became an accountant at the Illinois Central division at Champaign, Illinois, and then advanced to the position of chief clerk. Later, he transferred to Chicago to become assistant chief clerk to the general superintendent. In 1945, at age 47, he was elected president of Illinois Central Railroad. At that time, he was the youngest president of a major railroad in the United States.

The son of a chauffeur and maid, James Earl Jones was born in Arkabutula, Mississippi, in 1931. He was raised by his grandparents, who worked on their own farm and sharecropped others. After moving to Michigan, Jones developed a stutter and for some time stopped talking altogether. Reading poetry out loud got him over this traumatic event. Jones studied drama on a scholarship to the University of Michigan. He served in the Army, and then studied drama in New York. His performance in Othello earned him the Drama Desk Award. Jones' pivotal role came as the boxer, Jack Johnson, in “The Great White Hope,” for which he won a Tony. Popular movie success came to him as the voice of Darth Vader in the Star Wars trilogy. He went on to star in many other movies including “Field of Dreams,” “The Hunt for Red October,” and “Cry the Beloved Country.” Jones won two Emmys, one for “Gabriel's Fire” and one for “Heat Wave.”

Born in Chicago in 1933, Quincy Jones was the son of a carpenter. His youth was spent in the “war zone” streets of Chicago’s Southside during the Depression. When he was 10, Jones moved with his family to Washington, where he became an enterprising adolescent shining shoes, delivering newspapers, and setting pins. He joined his school band and, at 13, made his professional debut at a YMCA dance. In 1947, Jones began playing professionally in jazz clubs. He was 16 when he met Ray Charles, who taught him how to write and arrange music. Over the last 50 years, Jones has worked with major entertainers such as Frank Sinatra, Barbra Streisand, Stevie Wonder, and Michael Jackson. He composed soundtracks for such films as “In the Heat of the Night,” “In Cold Blood,” and “The Wiz.” Jones is the all-time most nominated Grammy artist with a total of 76 nominations and 26 awards. He has also received an Emmy Award and seven Oscar nominations.

* Deceased
J. Erik Jonsson was the only son of immigrant Swedish parents. He was born in Brooklyn, New York, above a small cigar and stationery store that his father operated. He worked throughout his teens and college years in menial and mechanical jobs. He financed his own education, earning a mechanical engineering degree from Rensselaer Polytechnic Institute in 1922. He worked a few years at Aluminum Company of America as a sales engineer, before joining a pioneer geophysical exploration company, Geophysical Service, Inc. Under Jonsson’s influence, the company evolved into Texas Instruments Incorporated, one of the largest U.S. corporations. A vital force in the discovery of oil, it advanced the development of the semiconductor field. After serving as president and chairman of the board of Texas Instruments for several years, he retired in 1966. He served as mayor of Dallas and was the recipient of many honorary college degrees.

Earle M. Jorgensen spent much of his early life aboard sailing vessels captained by his father. When Jorgensen was 13, his father died, making it necessary for him to leave school and work to help support his family. At 16, he cut out a phrase from a magazine that said, “Hustle—that’s all!” He carried it in his wallet for years. It later became the philosophy upon which his business was launched. After serving in World War I, he moved to Los Angeles and went into business for himself as a salvage broker. With a $20,000 loan from a stranger who befriended him, Jorgensen created an empire that became the largest independent steel distributor in the nation. Jorgensen Steel included 22 plants in major cities. Another saying Jorgensen adopted as his own was, “If you get, you have to give back.” He became the founder and major benefactor of the Los Angeles Art Museum.

John Joyce left elementary school before completing the eighth grade so that he could help support his family. He worked as a messenger boy for the Pennsylvania Railroad, was a grocery salesman in Kansas City, and later became manager of a chain store company. He wanted his own business, however, and drew on his savings and borrowed money so that he could pioneer a new beverage called “Seven-Up.” He became a traveling salesman, spreading the word of this new beverage until it became a household word. He was cofounder of the “Seven-Up” Bottling Company of Chicago. A highly religious man, Joyce received the highest honors the Pope can bestow, Knight of Malta.

Born in Sandusky, Ohio, Carl Karcher, one of eight children, left school in the eighth grade to help his parents on their farm. Toward the end of the Depression, when Karcher was 21, he left Ohio and lived and worked with his uncle in a California feed and seed store. In 1941, Karcher bought a hot dog cart for $311, using his car as collateral. He leased a small restaurant in Anaheim in 1945 and named it Carl’s Drive-in Barbecue, which he and his wife ran for 10 years. He opened two smaller versions of his new restaurant in 1956 and dubbed them Carl’s Jr., which launched Carl Karcher Enterprises. The restaurant chain went public in 1981 and became a franchise within three years. Today the company includes more than 4,000 restaurants operating under several brand names including Carl’s Jr., Hardees, and Taco Bueno.

* Deceased
William G. Karnes*  
Class of 1961  
President, Beatrice Foods Company  

William Karnes was born in 1911 in Chicago. His mother died when he was five, and he was reared by two of his aunts. Because of poor health he didn't begin school until he was eight, but went on to excel in his studies. He finished high school in three years, and went on to earn a degree in business administration from the University of Illinois in 1933. He earned a law degree from Northwestern University and immediately went to work at Beatrice Foods as a clerk in 1936. Within 16 years after joining the company, Karnes was president and chairman. By the time he left the company, he had built Beatrice into the largest and most profitable food company in the country with 30 consecutive years of increased sales. Following his retirement in 1976, Karnes became an active fundraiser for the University of Illinois. He is credited with raising $140 million, the highest amount ever raised by a public university up to that time.

Joseph M. Katz*  
Class of 1981  
Chairman of the Board, Papercraft Corporation  

Joe Katz was born near Odessa in the Ukraine in 1913. He was brought to America as an infant when his family escaped the Czar's persecution of Jews. They settled with a relative in Pittsburgh, where his father worked in a scrap iron business. Katz learned to set type while working in a school printing department. He later set up a print shop in the family garage, where he published his bimonthly magazine, Boys Ideal, in addition to designing and printing handbills, invitations, and greeting cards. He used his earnings to supplement a partial scholarship to the University of Pittsburgh, where he majored in journalism. For several years after college, Katz ran his own printing business, which, during the 1940s, switched to a paper company. During World War II, he designed a popular letter-writing kit that paved the way for the founding of Papercraft Corporation, a diversified consumer products company which Katz headed for 37 years. His gift of $10 million to the University of Pittsburgh resulted in the Joseph M. Katz Graduate School of Business.

Ewing Marion Kauffman*  
Class of 1967  
President, Marion Laboratories, Inc.  

Ewing M. Kauffman was born on a farm in Missouri in 1916. In his youth, he sold fish and eggs door-to-door. He worked through high school and junior college driving a laundry truck. He gave distinguished service in the Navy during World War II, and later worked for several years as a pharmaceutical salesman. In 1950, he founded Marion Laboratories, Inc., which he began with a $4,500 investment. Initially he operated his company from the basement of his home. Eventually, Marion Laboratories merged with Merrell Dow pharmaceuticals. In 1968, Kauffman bought the Kansas City Royals baseball team. He remained the owner of the team until his death in 1993. During his ownership the team won six division titles, two league championships, and a World Series Championship (in 1985). Shortly before his death, the Royals Stadium was renamed Kauffman Stadium in his honor.

Merl C. Kelce*  
Class of 1961  
President, Peabody Coal Company  

Merl Kelce was the youngest of five children born to a Kansas coal miner and his wife. When he was only seven, his father sustained a serious injury in a mine, so young Kelce and his two brothers picked strawberries to help support the family. Kelce graduated from public school in 1924 and in that year, took a job mining coal in Oklahoma. He was soon promoted and put to work checking inventories, managing payroll, and maintaining mine accounts. In 1936, he was transferred to Kansas City, Missouri, as general superintendent of mining operations for the Sinclair Coal Company. He and his brother, Ted Kelce, opened new mines on credit. In 1955, Kelce holdings merged with the Peabody Coal Company. In the first year after the merger, 19 million tons of coal were marketed, and five years later the company mined 29 million tons. Peabody became the largest supplier of coal to the electric utility industry in the United States.

* Deceased
Dee J. Kelly  
Class of 1995  
Senior Founding Partner  
Kelly, Hart & Hallman, P.C.

The son of a tenant farmer, Dee Kelly was born and raised in Bonham, Texas, where his father sold insurance to earn extra money and his mother worked in a cotton mill. Kelly attended Texas Christian University on a scholarship and worked as a dormitory monitor to pay for his room and board. He earned extra money on weekends by preaching in country churches. After serving as student body president, Kelly graduated from college in 1950. He joined Senator Sam Rayburn's staff in Washington, D.C., and attended George Washington University Law School at night. He served in the Air Force during the Korean War, and then returned to Washington to complete law school. In 1979, Kelly opened his own practice in Texas. Today, Kelly, Hart & Hallman represents a number of clients listed in Forbes 400 wealthiest Americans. Over the years, Kelly has expanded his business interests to include banking and real estate.

Patrick C. Kelly  
Class of 1997  
Chairman and CEO  
Physician Sales & Service, Inc.  
Chairman and CEO, Retired  
PSS/World Medical, Inc.

Patrick Kelly's father deserted his family shortly before Kelly's birth in 1947. His mother struggled to raise her children on her own, but eventually began having to leave her boys with relatives. Finally, at the age of five, Kelly was taken to the Virginia Home for Boys in Richmond, where his older brother was already in residence. Kelly grew up with 40 other boys in residence. He worked from the time he was 12 in the orphanage kitchen and later at the local grocery store. He served with the Army in Vietnam and then earned a degree from Virginia Commonwealth University. Kelly became a medical supply salesman and later served as vice president of Intermedco. In 1983, Kelly and three partners formed Physician Sales and Service (PSS), Inc., which became the largest distributor of medical supplies, equipment, and pharmaceuticals to primary care and other office-based physicians. Later, he started WorldMed, Inc., to reach European doctors and hospitals.

Jack Kemp  
Class of 1993  
Former Secretary  
U.S. Dept. of Housing & Urban Development  
Co-Director, Empower America

Jack Kemp was born in Los Angeles in 1935. His father was a truck driver who eventually owned a small trucking business. As a youth, Jack worked part time for his father's trucking firm, saving his earnings to help pay for his college education. Kemp attended Occidental College in Los Angeles, where he was the quarterback for his college team. After graduation in 1957, he was drafted by the Detroit Lions. He later played for the Los Angeles Chargers and the Buffalo Bills. In 1965 he was voted the league's Most Valuable Player. Kemp is the co-founder of the American Football League Players Association. In 1970, he ran a successful campaign for Congress, and served a total of nine terms in the U.S. House of Representatives. President George H. W. Bush appointed him as the Secretary of Housing and Urban Development. In 1993, Kemp co-founded Empower America, a public policy and advocacy organization. In 1996, Senator Bob Dole, the Republican presidential nominee, named Kemp as his vice presidential running mate.

John D. Kemp  
Class of 1991  
Chief Executive Officer  
United Cerebral Palsy Association  
Principal  
Law Firm of Powers, Pyles, Sutter & Verville

John Kemp was born in 1949, a congenital quadruple amputee. Before he was two, his mother died of cancer. By the age of three Kemp was fitted for artificial arms and legs. Still, he led an active life doing what other kids did, including baseball and basketball. He credits his father with his positive attitude in overcoming his physical hardships. At age 11, Kemp was selected as the National Easter Seal Child and later used a scholarship from that organization to attend Georgetown University. He earned a law degree from Washburn University in Topeka, Kansas. After serving with the U.S. Environmental Protection Agency, Kemp opened a law firm. Subsequently, he became general counsel and vice president for development at the National Easter Seal Society. He then served as CEO of the United Cerebral Palsy Association. In 1988 Kemp was inducted into the National Hall of Fame for Persons with Disabilities. Today, John Kemp is a principal in a Washington, D.C., law firm.

* Deceased
The son of a farmer and cattlemaster, Donald Keough was born in a small town in Iowa. During the Depression, Keough’s father lost everything and the family moved to Sioux City to start over. A good student, Keough graduated at the age of 16. In 1944, he served in the Navy and then used the G.I. Bill to attend Creighton University. After working for a radio and television station, Keough became an assistant advertising manager for a food company, which was later acquired by Swanson Foods. In 1964, the business was acquired by the Coca-Cola Company, which, in 1967, merged with Minute-Maid to form the Coca-Cola Company Foods Division. Keough served there as the vice president and marketing director. At the time of his Horatio Alger award in 1988, Keough was Coca-Cola’s president, chief operating officer, and director of the worldwide Coca-Cola Company. He stepped down from that position in 1993 and now serves as chairman of Allen & Company Incorporated.

At the age of 13, James Kerrigan left school to help support his family. He found a job with Merck & Co., a small medicinal chemical firm with an office in New York and a factory in Rahway, New Jersey. As a “bench boy,” he delivered the firm’s products in Manhattan, working 11 hours a day. By the time he was 17, he had held nine progressively important jobs in the company and his rapid rise continued. In 1950, he was elected president of Merck and eventually became the company’s chairman of the executive committee.

Delores Kesler was born in 1941, and raised on a poultry farm outside Jacksonville, Florida. Kesler, who made her clothes from poultry feed bags, took over her father’s failing business when she was only 13. Three years later, the family sold out and moved back to Jacksonville. After high school graduation and her father’s death, Kesler became financially responsible for her mother and brother. She worked as a secretary for International Harvester and was the first woman that office allowed to participate in the tuition reimbursement program. In 1977, Kesler dreamed of owning a business. She took her business plan for a temporary staffing agency to 10 banks before finding one that would give her a start-up loan of $10,000. She paid back her loan in less than a year and was on her way. When she retired 20 years later, her company, AccuStaff, had become a national company with $2 billion in projected revenues.

Charles Kettering was born on a farm in Loudonville, Ohio, in 1876. He worked as a lineman and a teacher to finance his education, which was twice interrupted by poor eyesight. Refusing to accept defeat, he continued, earning an electrical engineering degree from Ohio State University in 1904. As a researcher for the automotive industry, Kettering held more than 300 patents. Among his many inventions, his electric ignition did away with crank starts for cars. Some of his other many inventions included the spark plug, Freon for refrigerators and air conditioners, leaded gasoline, safety glass, the automatic transmission, and quick-drying paint for cars. He sold his engineering laboratory to General Motors, where he headed research for 27 years. In 1940, Kettering joined Alfred P. Sloan to establish the Sloan-Kettering Institute, which has since become one of the nation’s premier biomedical research institutions.

* Deceased
Jim Keyes was born in Worcester, Massachusetts, in 1955. The youngest of six children, he lived with his family in a small country home built by his father and grandfather. His father died when he was 10 and he worked to help his mother financially from the time he was 15. With the help of three jobs and a baseball scholarship, Keyes attended the College of the Holy Cross. He earned an MBA from Columbia University in New York City. His first job was with Gulf Oil at corporate headquarters in Pittsburgh. Later, he joined Citgo Petroleum, which was owned by 7-Eleven, Inc. He quickly moved up the corporate ladder, becoming chief financial officer in 1996. He then became chief operating officer in 1998, and two years later was named president and CEO. 7-Eleven, Inc. is the world’s largest operator, franchisor, and licensor of convenience stores, boasting more than 31,000 units worldwide.

The oldest of five children, Jim Kimsey was born in Washington, D.C., in 1939, but grew up in Arlington, Virginia. A bright student, he attended a Catholic high school in Washington, D.C., on a scholarship. Later, he was appointed to West Point, where he earned a military engineering degree in 1962. He served in the Army as an airborne ranger, rising to the rank of major. After eight years of service, he left the Army and invested his $2,000 in savings in a restaurant he named The Exchange. It became an immediate success and was the forerunner to five other well-received Washington restaurants, including Bullfeathers. In 1982, Kimsey had sold out and invested his $2,000 in savings in a restaurant he named The Exchange. It became an immediate success and was the forerunner to five other well-received Washington restaurants, including Bullfeathers. In 1982, Kimsey had sold out and invested in a small company in Troy, New York, that could perform interactive communications for computers. In 1990, Quantum Computer Services became America Online (AOL). Two years later, AOL went public and became the world’s leader in interactive services.

Garvice Kincaid sold newspapers and hustled for any kind of odd job as a youth in his home state of Kentucky. By the time he graduated from high school, he had saved enough money to start at the University of Kentucky. While a student, he continued to work and was able to borrow $1,500 to buy three small houses at an auction. He sold them all at a profit and used the money to stay in school to earn his law degree. After graduation he practiced law, but the real estate business fascinated the young attorney, and within the next four years he bought and sold several hundred properties. With his profits he began to expand his interests. He bought a small finance company and later a bank. From his headquarters in Lexington, he obtained control of two finance companies with more than 50 offices, 16 banks, two insurance companies, and several hotels and commercial buildings.

Kenneth King started working when he was 10 years old, delivering shoes for a merchant in his home town of Rocky Mount, North Carolina. At 14, his father’s death forced him to drop out of high school to help support his mother and siblings. He held a succession of jobs ranging from soda fountain clerk to construction helper. He managed to attend part-time classes at Campbell Junior College in North Carolina. In 1932, he worked at a restaurant and learned to cook. From 1933 to 1944 he worked for as little as $13 a week and as many as 12 hours a day, seven days a week. In 1944, he used his savings to start his first restaurant. Twenty years later, he had a chain of restaurants in northern Ohio that earned in excess of $5 million a year. He headed five corporations, four in the restaurant field and one in franchising.
The son of poor Russian immigrants, Joseph Kirsner sold newspapers and worked in a grocery store, a shoe store, and a public library to help earn his way. A series of routine childhood illnesses and injuries brought him into contact with doctors and sparked his interest in medicine. After graduating from Boston English High School in 1927, he enrolled in Tufts University's six-year combined premedical-medical program. His father sold a $200 life insurance policy to pay for half of the first year's tuition. Kirsner worked as a mail sorter and handyman to pay for his classes. In 1935, he joined the staff of the University of Chicago's Department of Medicine, where he specialized in the study of gastroenterology. Since then, the Chicago Medical Center has become the leading U.S. center in the study of gastroenterology, and Dr. Kirsner is a nationally recognized specialist in that field.

Born in Fürth, Germany, Henry Kissinger was the son of a high school teacher. As the Nazi movement engulfed Germany in the 1930s, the Kissinger family fled to America, where they settled in Manhattan. Three years later, Kissinger graduated from high school and attended City College of New York's night school. In 1943, he became an American citizen and served with the Army during World War II. Later, he used the GI Bill to earn his undergraduate, master's, and Ph.D. degrees at Harvard. He taught government classes at Harvard until 1969. From 1973 to 1977, he served as Secretary of State under Richard Nixon and Gerald Ford. He also served as Assistant to the President of National Security Affairs from 1969 to 1975. He was a member of President Reagan's Foreign Intelligence Advisory Board from 1984 to 1990. Kissinger is a Nobel Prize winner and the recipient of the Presidential Medal of Freedom, the nation's highest civilian award.

Raised in the late 1940s in Gary, Indiana, Mel Klein was the son of an electrician. He had a paper route by the age of nine, which he operated until he was 13. He then worked in the paper's circulation department, a job he held until his high school graduation. Klein attended Colgate University in 1959, where he worked his way through as a messenger, waiter, and salesman. While at Colgate, he led his debate team to the New York state college championship. He also studied at the London School of Economics and Political Science. He graduated in 1963, and went on to earn a law degree from Columbia Law School. Klein became a senior partner of the investment firm of Donaldson, Lufkin and Jenrette. In 1988, he organized an equity investment partnership, GKH Partners, L.P., with Jay and Tom Pritzker and Dan W. Lufkin as his partners. Klein has served as managing general partner since inception.

George Kneeland was born in New York City and spent most of his life in Harrington Park, New Jersey. His father, a sociological investigator, died when he was five years old. His mother worked in a nursery school and later at schools for the physically and mentally disabled. Kneeland had various jobs while in school, including one as a delivery boy in a bakery. He volunteered many hours with the local fire department. After graduating from high school, he worked for two years as a clerk and then got a job as an office boy for the St. Regis Paper Company. At St. Regis, he rose through the ranks from office boy to become chairman of the board in 1972 and chairman of the executive committee in 1975. For two years, he served as a specialist in damage control in the U.S. Navy's Fire Fighters Group. Kneeland was a community fire fighter, chief, and president of the Harrington Park Fire Department for more than 25 years.

* Deceased
Richard L. Knowlton  
Class of 1992  
Chairman, President & Chief Executive Officer  
The Hormel Foods Corporation  
Chairman, The Hormel Foundation  

Born in 1932 in Austin, Minnesota, Richard Knowlton was third in a family of seven children. His father was a life-long employee of the nearby Hormel Company. At 16, Knowlton also began working at the plant. He went to the University of Colorado on a football scholarship and then returned to Hormel after graduation. Following a steady line of promotions, Knowlton was elected president of Hormel in 1979, followed by appointments as chief executive officer and chairman. In January 1996, he completed his 48-year career with Hormel Foods Corporation, and has stayed on as chairman of the Hormel Foundation. Knowlton is the only food company CEO to ever receive all three of the highest awards in his industry. Recently, the Knowlton Award was established in his name to annually recognize the person who has made the best and most innovative contributions to the food industry.

James L. Kraft  
Class of 1951  
Chairman, Kraft-Phoenix Cheese Corporation  

James Kraft was born in 1874 on a farm near Ontario, Canada. He was the second of 11 children raised by Mennonite parents. As a teenager, he worked in a grocery store, and later invested in a cheese company in Buffalo. He went to Chicago to look after the company branch, where his partners eased him out of the business. Stranded in Chicago in 1903 with only $65 in his pocket, he bought a horse and wagon and began to sell wholesale cheeses to small stores. By 1909 several of his brothers joined his company, which was incorporated as JL Kraft & Bros. Co. JL Kraft served as president. The company began to manufacture its own products, including the industry’s first processed cheese. In the 1930s, the company expanded to include products such as Miracle Whip, Parkay, and Kraft Macaroni and Cheese. Today, Kraft is the world's second largest food company.

Ray A. Kroc  
Class of 1972  
Founder & Chairman, McDonald's Corporation  

Ray Kroc was born in Oak Park, Illinois, in 1902. During World War I, he trained to become an ambulance driver with Walt Disney, but the war ended before he saw any action. He worked as a paper cup salesman and a piano player before becoming a salesman for the “Multimixer,” a new machine for milkshakes, which he sold nationally. Traveling around the country, Kroc met the McDonald brothers, who had a small hamburger restaurant in San Bernardino, California. Kroc bought the rights to franchise McDonald's restaurants nationwide. His first restaurant opened in 1955 in Des Plaines, Illinois. In 1961, he bought out the McDonald brothers for $2.7 million. Kroc was also the owner of the San Diego Padres baseball team. He died in 1984 and is remembered as a pioneer in the fast-food industry. He was named as one of Time magazine’s “Builders and Titans” of the 20th century. To date, there are 30,000 McDonald’s restaurants worldwide.

Alex Kroll  
Class of 1993  
Chairman and CEO, Young & Rubicam Inc.  
Chairman Emeritus, Young & Rubicam Inc.  

Alex Kroll was born in 1937 in the steel mill town of Leechburg, Pennsylvania, where his father worked as a laborer. An able athlete and student, Kroll attended Yale on an academic scholarship, but left early to serve in the Army. He later finished his undergraduate degree at Rutgers University. While there, he captained the football team and played center on the school’s first undefeated football team, making all seven All-American teams in 1961 and becoming a Henry Rutgers Scholar along the way. Kroll played professionally for the New York Titans, which later became the Jets. In the off-season he worked as an advertising trainee with Young & Rubicam (Y & R). By the time he was 33, he was creative director of Y & R Worldwide. Four years later he became president of Y & R USA. In 1985, he became chairman and CEO of Y & R, Inc. By the time he retired in 1994, R & Y had 360 offices worldwide.

* Deceased
Jack LaLanne
Class of 1979
President & Owner, The Jack LaLanne Company
TV Personality, Lecturer, Author, Founder of Fitness Movement in America, Befit Enterprises

The son of French immigrants, Jack LaLanne was born in San Francisco. He was a sickly child and spent much of his time in hospitals. When he was 13, he missed school for six months because of a life-threatening illness. By the time he was 15, he was underweight, hooked on junk food, and fighting depression and headaches. Desperate to change his life, he attended a lecture given by a nutritionist and decided to become fit. After college, he opened the nation’s first health studio in 1936 when he was only 21. He developed the first models of exercise equipment that are now standard in modern health spas. His first gym led to a franchise of 100 gyms nationwide. To reach more people, he took his diet and exercise mantra to television in 1951. Millions of Americans tuned in to follow his exercise routine. His show remained on the air for 25 years.

Thomas W. Landry*
Class of 1983
Head Coach, Dallas Cowboys

The son of an auto mechanic, Tom Landry was born in Mission, Texas, in 1924. A star fullback in high school, Landry enrolled in college, then entered the Air Force and flew 30 B-17 missions during World War II. He returned to college and earned two degrees, one from the University of Texas and one from the University of Houston. He played professional football as a defensive back with the New York Giants for five years, ending his career with 32 interceptions in only 80 games. In 1956 he became the defensive coordinator for the Giants and in 1960 became the first head coach of the Dallas Cowboys, where he stayed for 29 seasons. Under his leadership, the Cowboys went to the Super Bowl five times and won two Super Bowl titles. As a coach he was ranked third with the most wins in the NFL. He was inducted into the Pro Football Hall of Fame in 1990.

Eugene M. Lang
Class of 1987
President, REFAC Technology Development Corporation
Chairman Emeritus, REFAC Technology Development Corporation and Swarthmore College Founder and Chairman Emeritus, “I Have a Dream” Foundation

Eugene Lang, the son of an unemployed machinist, graduated from high school at the young age of 14. Waiting to enroll in the tuition-free City College system, he was working as a dishwasher in a New York restaurant when a regular restaurant patron arranged a full scholarship for him at Swarthmore College. He went on to earn an MBA from Columbia University. He also studied mechanical engineering at Brooklyn Polytechnic Institute. In 1952, he founded REFAC Technology Development Corporation to help small high-tech companies establish their interests in foreign markets. Lang founded the “I Have a Dream”® Foundation, which encourages students from his Harlem elementary school to stay in school, graduate, and attend college with the help of scholarships from his foundation. His project earned him this nation’s highest civilian award, the Presidential Medal of Freedom, which was given to him by President Clinton.

J. Patrick Lannan*
Class of 1962
Chairman, Susquehanna Corporation

J. Patrick Lannan was born in 1905, in Sterling, Illinois. At the age of 13, he went to work as a bottle washer at a drug company. In his 20s, he became an enterprising salesman and business entrepreneur while selling real estate bonds for a Chicago concern. He began acquiring small, ailing companies and making them profitable. He went on to serve as chairman of the Susquehanna Corporation, an investment banking firm in Chicago. His Lannan Foundation gave financial help to needy artists and writers. During his lifetime, Lannan assembled an extensive collection of contemporary and modern American and European art. In 1981, he founded the Museum of the Lannan Foundation. His personal art collection was so extensive, his home in Palm Beach qualified for museum status and was open to visitors. Today, his foundation is located in Santa Fe, New Mexico, and the Lannan art collection has been dispersed to museums throughout the United States.

* Deceased
Sherry Lansing
Class of 2004
Chairwoman and CEO, Paramount Pictures’ Motion Picture Group
President, The Sherry Lansing Foundation

Sherry Lansing was born in 1944 in Chicago. Her father, a real estate investor, died when she was nine. After high school, Lansing attended Northwestern University, where she graduated cum laude with a triple major in math, English, and theater. She moved to Los Angeles the day of her graduation to teach high school English and math in an inner-city school. She also pursued acting and modeling. She did several commercials and was then cast in the 1970 film, “Rio Lobo.” More interested in working behind the camera, she worked her way up in the management of MGM Studios and then Columbia Pictures, where she was a senior vice president of production. Lansing became the first female president of 20th Century Fox in 1980. In 1992, she became the first female chairwoman and CEO of Paramount Pictures’ Motion Picture Group. During her tenure, 6 of the 10 highest grossing Paramount films were released, including “Titanic.”

Fred A. Lawson*
Class of 1954
President, E. L. Patch Company

Fred Lawson started working for the E.L. Patch Company after graduating from high school. He started as an errand boy with the firm and worked his way to the top. He became president of the company and was a vital instrument in bringing the company into its position of prominence in the drug manufacturing field.

Herman Warden Lay*
Class of 1969
Chairman, PepsiCo, Inc.

Herman Lay was born in 1909 in Charlotte, North Carolina. He started in the snack business at age 10, selling soft drinks and snacks outside the local baseball park in Greenville, South Carolina, where his family had moved. He attended Furman University for two years on an athletic scholarship, but left to pursue a sales career. He launched a snack food distributorship in Nashville, Tennessee, with $100 and a Model A. In 1939, Lay bought his supplier’s business. Based in Atlanta, he reorganized it into H.W. Lay & Co., which sold potato chips and other snacks, including Fritos corn chips. In 1961, he formed Frito-Lay, Inc., a national snack and convenience foods company, which merged in 1965 with PepsiCo. Lay became chairman of the board of PepsiCo, Inc. He retired in 1980.

Edward C. Leach, Sr.*
Class of 1960
President, Jack Tar Hotels

Edward Leach was born with clubfoot and wore casts and braces. After many operations, the condition was corrected. His father died when he was 12, and Leach worked at an early age to help his family. He received an appointment to West Point, where he played football. An injury forced him to resign from West Point just as the Depression was coming to an end. He became a gardener at a hotel in Mineral Springs, Texas, and spread fertilizer by hand the first month. Another hotel hired him as a porter, and he worked up through the ranks to assistant manager and then manager. He later became owner of a chain of hotels called Jack Tar Hotels.

* Deceased
William Lear was born in 1902 in Hannibal, Missouri. His formal education never went beyond eighth grade. He served in the Navy as a radio operator during World War I. In the 1920s, Lear and a partner, Elmer Wavering, invented the first practical car radio. He later sold his patents to the Galvin Corporation, which eventually became the Motorola company. In 1930, Lear founded Lear Developments, which specialized in aerospace instruments and electronics. Lear invented the all-wave radio receiver, which RCA purchased, setting him on the road to success. He also invented the first working automobile radio, the Lear-o-scope, automatic direction finder, the F-5 auto pilot, and the first fully automatic aircraft landing system. In 1963, Lear manufactured the Lear Jet, the first mass produced business jet.

James Lee, Jr., was born in New York City in 1952, and grew up in New Canaan, Connecticut. His father died when he was 11 and Lee was sent to Canterbury School, an all boy’s boarding school. Lee went on to earn a degree in economics and art history from Williams College in 1975. While in college he joined the management training program at Chemical Bank, which began a 30-year career with the bank and its successor companies. Lee was an industry pioneer. He eventually went on to build the bank’s high yield bond business, acquisition finance (LBOs) and mergers and acquisitions practice. He ran Chemical’s and then Chase Manhattan’s multi-billion dollar investment bank. During this period, these businesses won multiple awards. Lee was named vice chairman of the firm in 1994, a position he continues to hold today. He was listed on the American Bankers Association list of “Forty Top Bankers under Forty Years of Age” in 1992.

Gerry Lenfest was born in Jacksonville, Florida, but grew up in Scarsdale, New York. The family moved to a farm when Lenfest was 13 and shortly thereafter his mother died. Lenfest’s twin sister was sent to a boarding school and he was left alone to take care of the farm while his father traveled for business. Lenfest attended Mercersburg Academy during high school and then earned an economics degree from Washington and Lee University in Virginia. He served as a captain in the Navy, and then earned a law degree from Columbia University. He practiced with a firm in New York before becoming house counsel for Walter Annenberg’s Triangle Publications, Inc., in Philadelphia, which included Seventeen magazine. Lenfest ran the teen fashion magazine for several years, and then bought Annenberg’s cable operations. When he sold Lenfest Communications, Inc. to the Comcast Corporation, the company had a single cluster of more than 1.2 million subscribers.

The son of Russian immigrants, Alfred Lerner was born in the early 1930s in Brooklyn, New York, where he and his parents lived behind a small candy store they owned. Lerner attended the Brooklyn Technical High School, one of three public high schools in New York City that required an entrance exam. He went on to earn a degree at Columbia University. He paid his way by working summers in construction. Upon graduation in 1955, Lerner served as a pilot in the Marine Corps. He sold furniture for several years after his return to civilian life. In 1971, after some successful real estate deals, he began a real estate mortgage trust called Town and Country. His company owned thousands of apartment buildings in the Mid-Atlantic region. His primary activity, however, was serving as the chairman and CEO of MBNA, the nation’s largest issuer of affinity credit cards. In 1998, he bought the newly formed Cleveland Browns.

* Deceased
Richard L. Lesher
Class of 1980
President, Chamber of Commerce of the United States
President, Retired, Chamber of Commerce of the United States

Born in Doylesburg, Pennsylvania, Richard Lesher grew up during the Depression in nearby Chambersburg. His father was a construction worker and his mother did factory work. At the age of seven, Lesher and his sister sold newspapers and scrap iron. They also picked fruit, which they sold door-to-door. After serving two years in the Army, Lesher earned a degree from the University of Pittsburgh, and then added advanced degrees from Penn State and Indiana University. Lesher joined NASA and eventually rose to become assistant administrator for technology utilization, helping to put the first men on the moon. After five years in NASA’s top management, Lesher left to become the first president of the National Center for Resource Recovery, a company that worked to solve environmental problems. In 1975, Lesher became president of the U.S. Chamber of Commerce. Under his guidance, a state-of-the-art telecommunications center was installed in the Chamber headquarters.

Nathaniel Leverone
Class of 1964
Chairman, Automatic Canteen Company of America

Nathaniel Leverone, one of six children, grew up in Keane, New Hampshire. He graduated from Dartmouth, where he was Phi Beta Kappa. He moved to Chicago, where he manufactured auto accessories and invested in real estate. Late in the 1920s, Leverone realized the potential of automation, but he was determined to bring honesty and fair value to the vending industry, which until then had been closely associated with gambling devices and dishonest practices. He became director, secretary, and executive committee member of the famous Chicago Crime Commission. Leverone founded Automatic Canteen in 1929 with 100 five-cent candy bar machines. Today, Canteen is the world’s largest vending company, serving more than five million customers every day. The Dartmouth College field house is named after Nathaniel Leverone.

Samuel H. Levinson
Class of 1966
President, Railweight, Inc.

Sam Levinson grew up in Cincinnati during the Depression. His father eked out a meager living with a small furniture business. To help out, Levinson worked as a soda jerk, a truck driver, and a magazine salesman throughout his high school and college years. He attended the University of Cincinnati, where the tuition was $50 a semester and, he remembers, “nobody paid it all at one time.” He earned a degree in economics and then spent the next five years serving in the Army during World War II. Upon his return, Levinson became a sales manager for a toy manufacturer. In 1956, Levinson went into business with a newly developed electronic device that could weigh coupled railroad cars in motion. By 1975, the company had expanded into 30 countries on five continents. In 1979, the company, Railweight, Inc., merged with Mangood Corporation, of which Levinson was a director and vice president until 1983.

William E. Levis
Class of 1955
Chairman, Owens-Illinois Glass Company

William Levis transcended his humble beginnings by earning his way through the University of Illinois. He began work as a car loader in the Alton plant of the Owens-Illinois Glass Company and, in rapid succession, held virtually every important post in the company. He eventually became president and board chairman and was recognized as one of the nation’s foremost industrial leaders.

* Deceased
Alexander Lewyt was born in the Washington Heights section of Manhattan in 1908. He was the son of an Austrian immigrant who ran a shop that made metal gadgets such as coat hangers. While in high school, Lewyt worked in his father’s shop. Upon his father’s death, Lewyt took over the shop and named it the Lewyt Corporation. During World War II the company did well manufacturing radar antennas and popcorn poppers. He is best known for the Lewyt vacuum cleaner, which he invented after going door to door asking housewives what they were looking for in a vacuum. His machine was compact and used no dust bag. It was popular because it operated without distorting television or radio reception. In the late 1950s, Lewyt was instrumental in establishing the North Shore Animal League, which handles thousands of animal adoptions. A director of the Metropolitan Museum of Art, Lewyt’s art collection included works by Cezanne, Degas, Gauguin, and Renoir.

The son of a railroad worker, James Ling was born in Oklahoma. His mother died when he was 14 and he went to live with his aunt. He began working at the age of 15. Before joining the Navy in 1944, he worked as an electrical contractor in Dallas. Ling served in the South Pacific and the Philippines, where he finished second in the competitive Navy’s electrical engineering course prepared by Cornell University. Ling became the youngest individual to pass the Master Electrical Contractor Examination in Dallas, Texas. In 1947, he put up $3,000 to start Ling Electric. By 1970, the company had become Ling-Temco-Vought (LTV), the nation’s 14th largest industrial company. LTV became a conglomerate of aerospace, meatpacking, sports equipment, and electronics. Companies under LTV included Braniff Airlines, Wilson & Co., Chance-Vought, National Car Rental, and Jones & Laughlin Steel Co.

Born A.G. Kelley, Art Linkletter was abandoned at birth and later adopted by the Linkletter family. His adopted father was a part-time shoemaker and Baptist minister. Their life was religious, strict, and poor. He graduated from high school when he was only 16, and spent a year traveling around the country working as a farm hand, typist, busboy, and meatpacker. He attended San Diego State College, where he took a job as a radio announcer for the local CBS station. He stayed on with the station following graduation, and worked on a show that launched his career, “The Man on the Street.” After that came the first of his best-known shows “People Are Funny” on NBC and “House Party” on CBS. He went on to write 27 books, including the bestseller *Kids Say the Darndest Things*. President Reagan appointed Linkletter to be Commissioner General of the Australian Worlds Fair, with the rank of Ambassador.

Born and raised in McComb, Ohio, during the Depression. Bernie Little was forced to leave school in the eighth grade to help with his family’s finances. He delivered newspapers and caddied at a local golf course. He joined the Navy during World War II when he was only 17. After the war ended, Little pursued his love of flying. He worked as a stunt pilot and eventually bought a car dealership and later leased airports and sold and leased airplanes. In 1962 Little became the owner of an Unlimited hydroplane racing boat he called the Miss Budweiser. Over the next 40 years, he became the owner with the most wins in the sport’s history, which earned him the title “King of the Boats.” Little felt his greatest contribution to the sport was the development of the enclosed cockpit, making it safer for the pilots to travel at high speeds.

* Deceased
Born in China in 1933, Lee Liu spent much of his childhood as a refugee. Forced to flee from the invading Japanese, Liu and his family settled finally in Brazil. His schooling was sporadic and mostly came from his mother. He attended Iowa State University in Ames, where he helped pay his way as a busboy and janitor. After earning a degree in electrical engineering in 1957, Liu began working for Iowa Electric. In 1970 he moved into the company’s management and made steady progress toward the top. In 1983, after having served as president and COO of Iowa Electric, he was appointed chairman and CEO. Under his guidance, Liu directed Iowa Electric through two mergers and one major acquisition. His efforts made the company, now the Interstate Energy Corporation, the first regional power company in the Midwest. Liu received the Ellis Island Medal of Honor for his exceptional humanitarian efforts and outstanding contributions to the United States.

The granddaughter of a runaway slave, Ruth Love was born in 1943 in Bakersfield, California, where her father worked in construction. She earned an undergraduate degree at San Jose State University, a master’s from San Francisco State University, and a Ph.D. from the United States International University in San Diego. Love’s career in education has included serving as superintendent of schools in both Chicago and Oakland. Currently, she is president of RBL Enterprises, which performs superintendent searches and trains teachers and administrators. She is also a professor for graduate students at San Francisco State University. Recently, she helped to develop a doctorate program in urban education for four universities.

Charles Lubin started as a baker’s apprentice at age 14 in Decatur, Illinois, and worked for 16 years for other baking firms in Chicago. In 1935, he and his brother-in-law pooled their resources of $700, borrowed an additional $800, and bought three retail bakeries. He began experimenting with specialty baked products for mass-marketing in the early 1940s. In January 1950, he organized Kitchens of Sara Lee, named for his daughter. In 1956, Sara Lee was acquired by Consolidated Foods Corporation and Charles Lubin continued on as the CEO. Today, Sara Lee goods are baked and sold in aluminum foil pans, an innovation that Lubin developed. He also created the idea of freezing completely baked products immediately after taking them out of the oven to guarantee freshness. Today, Sara Lee products are distributed in more than 70 countries.

Clare Booth Luce was born in relative poverty. Her father, a violinist, abandoned the family when she was nine. With the aid of friends and scholarships, Luce attended private schools, graduating at the top of her class. After graduation, she took a job in a paper factory for $18 a week. With this money, she studied typing and shorthand. She went to work as an editorial assistant for Vogue in 1930. A year later she joined Vanity Fair as an associate editor. In 1935, Luce began writing plays, which included The Women, Kiss the Boys Goodbye, and Margin of Error. During World War II, she traveled to Africa, India, China, and Burma for Life magazine. She served two terms in the U.S. House of Representatives. In 1952, President Eisenhower appointed her ambassador to Italy. In 1983, President Reagan awarded her the Presidential Medal of Freedom.

* Deceased
Charles Luckman was the only child of immigrant parents. A gifted student, Luckman was named Missouri’s outstanding high school graduate. He was awarded a full scholarship to the University of Missouri, but he declined it because the school did not offer a degree in his chosen field of architecture. Instead, he attended the University of Illinois, working his way through as a draftsman. By the age of 26, Luckman was the national marketing manager for Pepsodent, and, at 33, became president of the company. When Pepsodent was acquired by Lever, Luckman became president of all Lever Brothers’ U.S. companies. Later, Luckman left Lever Brothers to found his architectural firm. His company designed Edwards Air Force Base, and has completed projects for NASA, including Cape Canaveral and the Manned Spacecraft Center in Houston. Today, the firm specializes in office buildings, medical and sports facilities, hotels, and apartment buildings.

Allen Ludden was born in 1917 in Mineral Point, Nebraska. Before the end of the year, his father died from the influenza epidemic. His mother later married H. D. Ludden, who adopted her son. Ludden attended the University of Texas, graduating in 1940 Phi Beta Kappa with a degree in English and drama. The following year he earned a master’s in English. During World War II, he served with the Army in the South Pacific. In 1948 Ludden emceed a radio talk show for teenagers called Mind Your Manners. When the show went on television in 1951, Ludden served as the host. He went on to host many game shows, including the GE College Bowl and Password, between 1961 and 1975. Ludden served as vice president of the Horatio Alger Awards Committee. He was also president of the Florida Central Academy in Sorrento, Florida, a small nonprofit preparatory school with students from 34 states and nine countries.

J. Paul Lyet was born in Philadelphia to immigrant parents. His father and mother divorced when he was eight years old. After that, Lyet rarely saw his father, a professional trumpet player. To support her son and widowed mother, Lyet’s mother worked as a telephone operator. Lyet found an escape from his grim environment by participating in the Big Brothers Association. Working during the day in a factory and then later in real estate, he was able to pay for University of Pennsylvania’s Wharton Evening School of Accounts and Finance. He graduated in 1941 with a degree in accounting. After finishing school, he worked for Ernst & Ernst and then worked as comptroller for New Holland, a farm machinery company. In 1946, New Holland was purchased by the Sperry Corporation, and later merged with Remington Rand to become the Sperry Rand Corporation, which Lyet served as chairman and CEO.

The son of a minister, John MacArthur was one of seven boys in his family. He began working at an early age to help with expenses, including working full time as a timekeeper in a foundry. When he was 17, MacArthur went to England to join the Royal Air Force. He served as a pilot throughout World War I. At the end of the war, he moved to Chicago, where he worked as a newspaperman. Later he went into the insurance business. Early in 1929 he organized his first company and worked hard to make sure it would survive the Depression. In 1935 he borrowed $2,500 and acquired the nearly bankrupt Bankers Life and Casualty Company. In only two years he built the company from 144th place in the insurance industry to 9th. Upon his death, the MacArthur Foundation sold the company, which is today worth $6 billion. The MacArthur Foundation is one of the 10 largest private philanthropies in the country.

* Deceased
The son of Lebanese immigrants, John Mack is the youngest of six boys. He was born in 1944 in North Carolina, where his father ran a wholesale grocery business. Mack began helping with the family business at the age of eight, working each night to get orders ready for shipment the following morning. By the time he was in college, he ran the warehouse each summer. He attended Duke University on a football scholarship, but an injury forced him to work full time to finish paying for his education. He became a clerk at a securities firm and, after graduation, joined Morgan Stanley, where he rose steadily through the ranks over the next 30 years. In 1992 he became president of Morgan Stanley and was responsible for steering the company through its merger with Dean Witter & Co. in 1997. In 2001, he became CEO of Credit Suisse First Boston, the fifth largest investment bank in the world.

Walter Mack, a native New Yorker, attended New York public grammar schools. After serving as a navy ensign in World War I, he entered business. He rose from salesman to president of Phoenix Securities Corp., a holding company for other businesses that he helped build. He later became president of C&C Super Corporation and Pepsi-Cola, which he built into the world’s second largest soft drink company. He created the first singing commercial; “Pepsi-Cola hits the spot,” launched the world’s largest skywriting campaign, and introduced many new forms of advertising and merchandising programs. During World War II, Mack donated recreational centers in three cities to the armed forces personnel. He headed many community service drives.

Harvey Mackay was born in 1932 in St. Paul, Minnesota, where his father was a newspaper journalist and his mother was a substitute teacher. As a youngster Mackay sold magazines door-to-door and had a paper route for many years. In high school, he was a clerk in a men’s store and a golf course caddy. He earned a degree from the University of Minnesota and then began working in the shipping department of an envelope company. At the age of 26, he started his own envelope manufacturing company. Today, Mackay Envelope Company has sales of $100 million and 600 employees. In 1988, Mackay wrote a book about negotiation and salesmanship called *Swim with the Sharks*. It became a No. 1 New York Times Best Seller and launched Mackay’s book and public speaking career. In 1993, he was voted by Toastmasters International as one of the five top speakers in the world. Worldwide, his books have sold more than 10 million copies.

Joseph Maddy was born in the frontier town of Wellington, Kansas, in 1891. His parents were schoolteachers. In those days, music was not included in the public school curriculum. The school principal refused to give Maddy permission to take time off during the school week for music lessons at the Wichita College of Music, so Maddy chose music instead of school. The choice shaped his life and career. He was one of America’s best known, best loved, and most dedicated pioneers in music education for young people. He devoted his life, at great personal and financial sacrifice, to working with children. He inspired them toward the ideals of world friendship and peace through the universal language of music and the arts. He more than achieved his dream, founding his world-famous National Music Camp at The Interlochen Arts Academy, established in 1962.

* Deceased
Finn Magnus*  
Class of 1951  
President, Magnus Harmonica Corporation

Finn Magnus arrived at Ellis Island when he was 20 years old with $25 in his pocket. His first job in the United States was as a stevedore on the docks. He later became an elevator operator and then a student at the Ford Company plant, where he picked up his ideas for mass production. After 15 years of hard work for various companies, Magnus formed the Harmonica Corporation in 1944. Within eight years, his company had succeeded in establishing itself as one of the leading musical toy producers in the country, developing the electric reed organ and the plastic harmonica. His mass production techniques opened up the market for many toys and instruments.

David J. Mahoney*  
Class of 1977  
Chairman & President, Norton Simon, Inc.

Born in New York’s East Bronx, David Mahoney was the son of an Irish immigrant. He sold newspapers as a child to help his father, a crane operator who had a hard time finding construction jobs during the Depression. A scholarship enabled Mahoney to attend the LaSalle Military Academy. He won another scholarship to the Wharton School of Business. Mahoney worked for an advertising agency after graduation and then left to start his own firm. Five years later he sold the agency and assumed the presidency of one of his clients, the Good Humor Corporation. After dramatically increasing sales there, Mahoney joined Colgate-Palmolive as an executive vice president. In 1966, he became the president of Canada Dry. Soon, Norton Simon, Inc. was created when Hunt Foods & Industries, the McCall Corporation, and Canada Dry merged. Mahoney was named president and chief operating officer. A year later, he emerged as chief executive officer. In 1969 Mahoney became president and chairman.

Marshall Manley  
Class of 1987  
President & CEO, The Home Group, Inc.

Born in Newark, New Jersey, Marshall Manley lived with his parents in the back of a candy store the family operated. Manley helped the family by shining shoes on the boardwalk at Brighton Beach. Later, he sold ices from a pushcart and delivered buttons in the garment district. He attended Brooklyn College and from there attended New York University, where he earned a law degree. Manley worked as an attorney until 1985, when he became president and chief executive officer of City Investing Company, a client. Manley managed the liquidation of that company and was then elected president of The Home Group, Inc., as well as chairman of its financially troubled subsidiary, Home Insurance Company. In 1991, he sold the company for $1 billion and then set up a new business called M82 Group, LLC, a private investment banking and consulting service.

Ben Marcus*  
Class of 1982  
Chairman of the Board & CEO, The Marcus Corporation

Born in Poland in 1911, Ben Marcus came to the United States when he was 11. He worked his way through the University of Minnesota and, in 1935, opened the first of 500 movie theaters. Later, he built 14 drive-in theaters and also acquired four-state franchise rights for Big Boy Restaurants of America. In 1962, he went into the hotel business. Today, there are 17 hotels and resorts nationwide in the Marcus Corporation portfolio. Marcus Theatres ranks among the top 10 motion picture exhibitors in North America.

* Deceased
Bernard Marcus  
Class of 1993  
Founder, Chairman and Chief Executive Officer  
The Home Depot  
Founder and Chairman, The Home Depot

Born in 1929 to Russian immigrant parents, Bernard Marcus grew up in a tenement in Newark, New Jersey, where his father worked as a cabinet maker. After high school graduation, Marcus, who wanted to be a doctor, couldn’t afford medical training. Instead, he worked his way through Rutgers to earn a pharmacy degree. After college, he worked at a drugstore and a cosmetics company and other retail outlets. By the late 1970s, he had worked his way up to chairman of Handy Dan, a California-based home improvement store chain. In 1978, Marcus teamed up with his friend, Arthur Blank, to open Home Depot. The company grew to become the world’s largest home improvement retailer. Today, there are more than 2,000 stores in the United States, Canada, Mexico, and Puerto Rico. Bernard Marcus is also one of the founders of the U.S. Holocaust Memorial Museum in Washington, D.C.

George M. Mardikian*  
Class of 1976  
Food Consultant and Owner  
Omar Khayyam’s Restaurant

George Mardikian was born in Armenia. When he was 15, his father was killed by Turks and Mardikian ran away from home to join an Armenian guerrilla force. When Armenia’s independence was recognized, he returned to his mother in Constantinople, but was captured by the Turks when war broke out again. He escaped from a prison camp and, with the help of relatives in America, arrived in New York City in 1922. After washing dishes in a cafeteria for five years, he signed on as a steward on a cruise ship. During his travels, he studied under famous chefs to learn their techniques and recipes. Mardikian opened his first restaurant, Omar Khayyam’s, in Fresno, California, in 1932. He then opened two more restaurants and a chain of sandwich shops. From 1942 to 1954, he served as an expert food consultant to the U.S. Army. He received commendations from Presidents Hoover, Truman, and Eisenhower for the conservation and improvement of army food.

Ronald V. Markham  
Class of 1975  
Chairman, International Gold Corporation  
President, American Gold Mining Corporation

Ronald Markham, one of four sons, was born in 1928, in Toronto, Canada. At the age of 13, Markham went to work in a machine shop for ten cents an hour, but dreamed of hunting for buried treasure. After high school graduation, he worked on an assembly line, then an optical manufacturing plant, and later at a logging camp. By this time, Markham realized he needed to learn all he could about mining, the career path he wanted to pursue. Twenty mining firms turned him down before he found financial backing with Cyprus Mines Corporation. He later worked at Silver Titan Mines, Ltd. Ron Markham was co-founder of Anvil Mining Corporation in Yukon Territory, Canada, which in 1977 was the world’s largest lead-zinc-silver producer.

Vincent G. Marotta  
Class of 1975  
President, North American Systems, Inc.  
President, Marotta Corporation

Vincent Marotta, the son of an Italian immigrant, grew up in Cleveland, Ohio, where his father ran a coal company. Since his father was not fluent in English, Marotta was required to help with the business. He served with the Army during World War II, and then earned a degree from Mt. Union, where he set records in both football and track. He briefly played football for the Cleveland Browns, and then taught school for two years. Marotta began building backyard garages, and then expanded into building housing subdivisions and shopping centers. In 1970, Marotta developed a new coffee maker and took his working model to the Chicago Housewares Show. He returned to his home with thousands of orders. Three years later, Marotta’s company was manufacturing 42,000 Mr. Coffee units a day. Today, Mr. Coffee is the largest selling coffee maker in the world.

* Deceased
The fourth son of Lithuanian immigrants, A. B. Marovitz was born in Oshkosh, Wisconsin. When Marovitz was five the family moved to Chicago, where his father ran a small tailor shop. The family lived in three rooms behind the store. When Marovitz was 17, he worked as an office boy in one of Chicago’s largest law firms. He completed law school and was appointed an assistant state’s attorney. In 1932, he formed a partnership, specializing in labor, entertainment, and criminal law. Active in the Democratic Party, he was elected to the Illinois State Senate in 1939, the first Jew to serve there. During his 12 years in office, he introduced America’s first Fair Employment Act, barring discrimination on the basis of race, religion, or sex. In 1950, Marovitz was elected a superior court judge. President Kennedy appointed him a United States district court judge for the Northern District of Illinois in 1963. He served in that capacity for more than 35 years.

Willard Marriott was born in 1900 at Marriott Settlement, Utah. He was raised on a sheep ranch and, at age 13, went alone by rail with a herd of 3,000 sheep to market in San Francisco. He attended Weber Junior College and then the University of Utah. He began an A&W Root Beer franchise in Washington, D.C., in 1927. In 1928, he opened the first drive-in east of the Mississippi, and the business was incorporated as Hot Shoppes, Inc. In 1935 he was diagnosed with terminal cancer, but he lived another 50 years. In 1953 he took his restaurant chain public, and in 1957 he expanded his business to hotels. The first Marriott hotel opened in Arlington, Virginia. The company became Marriott, Inc. in 1967. Today, there are 2,800 Marriott properties located in the United States and 66 other countries.

Thurgood Marshall was born in Baltimore, Maryland, in 1908. He graduated with honors from Lincoln University in Pennsylvania in 1930. In 1933, he graduated at the head of his class from Howard University Law School in Washington, D.C. In 1934, while in private law practice, he became counsel for the Baltimore City branch of the National Association for the Advancement of Colored People (NAACP). He later joined the NAACP national legal staff and in 1938 was appointed its chief legal officer. Among his most significant victories was the Supreme Court’s 1954 school desegregation decision. Judge Marshall became Solicitor General of the United States in 1956. In 1967 he became the first African-American Justice on the Supreme Court when he was nominated to that position by President Johnson. He served the Court until 1991 and was during his tenure a strong advocate for equal protection under the law.

Gus Marusi was born in 1913 to Italian immigrant parents who lived in a walk-up flat in Manhattan. When he was five he moved with his family to a company-owned house in New Jersey, where his father worked in a factory. Marusi worked his way through Rensselaer Polytechnic in Troy, New York, by waiting tables and tending the furnace in his dorm. One summer he hitchhiked to Nevada to work in a gold mine. He went to work for Borden after college and over the years worked his way to the top echelons of the company. In addition, Marusi was one of the founders of the Minority Purchasing Council in the mid-1970s. The organization grew out of a directive of then HEW Secretary Elliot Richardson to help minorities achieve the necessary status in the business community to enable them to market their products successfully. Marusi, as president of the council until 1979, presided over the establishment of minority business centers around the country.

* Deceased
Jerry Maulden was born during the Depression in a poor, rural area of Arkansas. He attended Little Rock Junior College, where he majored in accounting, and worked part time at a bakery and a local newspaper to pay his way. In 1965, Maulden joined Arkansas Power & Light Company as assistant to the treasurer and chief financial officer. He rose through the ranks quickly, serving as vice president, treasurer, and assistant secretary of the parent company. In 1979, Maulden became president and chief executive officer of Middle South Services, Inc., a subsidiary. Later that year, he was named president and chief executive officer of Arkansas Power & Light, which was having severe financial problems at the time. Under Maulden’s direction the company became one of the best managed electric utilities in the nation. Maulden went on to serve as vice chairman of the board of Entergy, the holding company for Arkansas Power & Light.

James McAfee was born in the Oklahoma Territory, the younger son of a farmer and railroad man. He worked first as an attorney and circuit judge before serving at the helm of Union Electric Company, the largest utility company in St. Louis, Missouri.

Warren McCain was born in Logan, Kansas, in 1925, but reared in the small town of Payette, Idaho, by his mother, who was a school teacher. He worked throughout high school to help with expenses and then, in 1944, joined the Navy. He was on one of the first ships into Japan to take the prisoners of war out of Nagasaki, following the atomic bomb explosion. After the war, McCain attended Oregon State University and the Illinois Institute of Technology. He was recalled into the service and served in the Korean War during 1950 and 1951. McCain began his career at Mountain States Wholesale in 1951. He joined Albertson’s as director of general merchandise sales in 1959, and held positions of division manager, executive vice president, and president before becoming chairman and chief executive officer in 1976. In 1990, *Financial World* named him CEO of the Year in the grocery business.

Abner McCall was born in 1915 in Perrin, Texas. He was only three when his father died in the influenza epidemic in 1918. His mother farmed to provide for her four children, but when her health failed, the children were placed in a Masonic home and school. Young McCall graduated as valedictorian from the school and won a scholarship to Baylor University. He attended Baylor Law School, where he was at the top of his class. He taught law at Baylor until World War II started, during which time he served as a special agent for the FBI. He later started his own law practice and continued to teach at Baylor. He was appointed president of Baylor in 1961 and he served in that position for 20 years. During his tenure, the university saw all-time highs in enrollment and expansion.

* Deceased
Craig McCaw was born in 1949 in Centralia, Washington, where his father owned a small cable company. When McCaw started school it soon became evident that he was struggling with reading and writing. He was later diagnosed with dyslexia. He was tutored for this learning disability and through hard work he caught up academically. As a teenager, McCaw sold cable door to door. He also learned to fly airplanes and was often hired to fly advertising banners for local businesses. McCaw attended Stanford and worked for his father’s cable business during summer. His father died when McCaw was still in school, forcing him to take over the business. He made the cable company profitable through expansion and then, in 1974, started a car phone and pager company he named McCaw Cellular Communication. When he sold out to AT&T in 1994 for more than $12 billion, his company was the largest cellular company in the world.

John McConnell is a native of Pughtown (now New Manchester), West Virginia, where his father was a steel worker. McConnell could have gone to college on a football scholarship, but he followed his father into the steel mills. Soon after World War II broke out, he enlisted in the Navy, spending three years in the Pacific. After the war, he used the GI Bill to attend Michigan State University, where he majored in business administration and played football. He graduated in 1949 and began his business career as a salesman for Weirton Steel Corporation. In 1955, he became a steel broker. Soon thereafter he launched Worthington Industries, a business that helped create the steel processing industry. Worthington has been listed several times as one of Fortune magazines 100 Best Companies to Work for in America. In 1996, McConnell handed over the leadership of the company to his son.

At five years old, Robert McCune helped his mother pick up chunks of coal along the railroad tracks for fuel. When he was 10, he peddled homegrown vegetables with a horse and wagon. He also earned money caring for a herd of dairy cows. His climb to engineering fame began in 1924 while working with a survey crew. When he was 19, he enrolled in correspondence school for technical education. To finance business college studies, he worked as a janitor and clerk in a retail hardware store for 28 cents an hour. Hard work, constant study, and dogged determination earned him a worldwide reputation for getting things done. With 30,000 construction workers and 2,000 engineers under his direction, Missouri’s sixth largest city, Ft. Leonard Wood, was completed in five months. The Madison Square Garden sports complex, where he served as chief construction supervisor for Charles Luckman Associates, is another great monument to a thrilling American success story.

Gabrielle Kirk McDonald was born in 1942 in St. Paul, Minnesota. Her parents divorced when she was four, and McDonald lived with her mother in Washington, D.C., and Harlem before settling in New Jersey. She earned a degree in history from Hunter College, where she became inspired by the civil rights movement. With the help of a scholarship, she attended Howard University Law School in Washington, D.C. McDonald became a civil rights lawyer for the NAACP Legal Defense and Education Fund in New York City. In 1969, she went into private practice. In 1979, she was appointed a federal district judge by President Carter. She was the first African-American to be appointed to the federal bench in Texas and only the third African-American woman to be appointed in the country. In 1993 she was elected by the General Assembly of the United Nations to deal with the atrocities of the war in the former Yugoslavia. She served as president of the tribunal.

* Deceased
Charles McKee was born in 1918 in Newcastle, Indiana. He became a printer’s assistant when he was in the sixth grade and also had a paper route. His dreams of college and law school were shattered by the Depression. Instead, he became a journeyman printer by the time he had graduated from high school at 16. He later moved with his wife to South Dakota, where he published a small weekly newspaper. He served with the Navy in World War II, and then began selling Electrolux vacuum cleaners door to door. Soon he became the company’s top salesman. When the company merged with Consolidated Foods in 1968, McKee became chairman and CEO of Electrolux, and executive vice president of Consolidated. He retired in 1983. McKee once said, “When you contribute to the lives of others, enjoy personal fulfillment, love and are loved by those close to you, then you know that you are truly successful.”

Born on the South Side of Chicago in 1929, Andy McKenna says he learned discipline from his father, who had only a high school education. A case of rheumatic fever kept McKenna out of much of the fourth grade, but he kept up with his classmates. He was an excellent student and also worked part time throughout high school and college. McKenna earned a degree in business administration and marketing from Notre Dame. During his first year at DePaul University Law School he held four jobs. He taught school, delivered flowers, tutored a Russian engineer, and was a tax counselor. Eventually, he switched to night school and worked one full-time job during the day. After earning his JD degree, he became a salesman for Schwarz Paper Company. Within nine years he became president of the company—the first non-family member to serve in that capacity. He retired as a Marine Colonel and later became the host of “Who Do You Trust?” starring Johnny Carson. Next he hosted Carson’s “The Tonight Show,” which lasted 30 years and 5,000 episodes, and earned four Emmys. McMahon also served as the host of “Star Search” from 1983 to 1995.

Born in 1933 in Oakland, California. He ran away from home at the age of 11 to escape an alcoholic stepfather and to send what money he could to his mother. For the next seven years, McKuen drifted and worked at odd jobs, including ranch hand, grave digger, railroad worker, lumberjack, and rodeo cowboy. Because he had little formal education, he kept a notebook of words and phrases he wanted to understand, which led to his keeping a journal. Eventually he began writing poetry and songs. His first book of poetry, *An Autumn Came*, was published when he was 18. During the Korean conflict, McKuen served in the Army, where Bob Hope discovered his talents and took him on tour. Later, he performed at the Purple Onion in San Francisco, which led to his being discovered. He went on to record 249 albums of mostly original music, 73 of which have gone platinum and 115 gold, making him one of the most successful singer/songwriters in history.

* Deceased
Born in Stillwell, Oklahoma, in 1933, Frank McPherson was raised on a farm that had no electricity or running water. At the age of 17, he began to work summers away from home. He worked on a dredge boat in Galveston Bay, on a riverboat tug on the Mississippi River, and in a shipyard in Houston. He also roughnecked on offshore drilling rigs in the Gulf of Mexico. He attended Oklahoma State University, where he majored in mechanical and petroleum engineering. After serving in the Air Force, he became a petroleum engineer for Kerr-McGee. He rose steadily through the company’s ranks, becoming chairman and CEO in 1983. McPherson successfully steered the company through one of the oil industry’s worst depressions and his peers applauded him for his vision and leadership which transformed the Kerr-McGee Corporation into a successful global competitor.

Louis Menk was born in Englewood, Colorado, where his father worked as a brakeman for the Union Pacific Railroad. Raised during the Depression, Menk helped with family finances by mowing lawns, shoveling snow, selling newspapers, caddying, and working in a service station. After high school, he worked as a messenger in the telegraph office of the Union Pacific. His hard work soon paid off with steady promotions. Menk, at the age of 44, became president of the St. Louis-San Francisco Railway in 1962, making him the youngest president in the railway’s history. Three years later he was drafted as president and CEO of Burlington Lines. Later that year, he joined Northern Pacific, one of Burlington’s parent companies, as president. In 1970, a merger of five railroads created Burlington Northern, Inc., the largest single system of rail routes and the third-largest railroad in the nation. Menk was named president, and a year later became the railroad’s chairman and CEO.

Harry Merlo was one of six children born to poor immigrants in the small northern California lumber town of Stirling City. The family rented three small homes for $30 a month, used two of them, and had several boarders in the third. When he was older, Merlo worked in the town’s general store and later spent summers working in the lumber mill. After serving with the Marines, Merlo worked his way through the University of California at Berkeley. He earned a degree in business in 1949, and became a shipping clerk with the Rounds Lumber Company, where he eventually became part owner. When Georgia-Pacific bought his company, Merlo was named a vice president. When Louisiana-Pacific was formed, Merlo became its founding president and chairman. With him at the helm, Louisiana-Pacific became one of the leading manufacturers of premium building products in North America.

John Milano was born in Sorrento, Italy, where life was a struggle for his poor family. At the age of six, he began working as a barber’s helper. At 12, he became a waiter. Three years later, his father was called into service during World War II. Milano worked to provide for his family and made dangerous 12-mile treks through Nazi-occupied territory to dig potatoes to feed his mother and seven brothers and sisters. In 1955, Milano came to America, where he worked as an assistant for Byer-Rolnick, a hat manufacturer. By 1960 he was the company’s vice president. In 1973, after a two-year downturn following the acquisition of another hat company, Milano became president of the company and was responsible for returning it to profitability, which he did within two years. In 1983, Milano started his own hat company, which specializes in western hats.

* Deceased
When Gary Milgard was born in 1936 in Tacoma, Washington, his father was working as a bookkeeper for a glass company. As a child, Milgard mowed lawns and raked leaves to make extra money. When he was 14 he got a job at a grocery store, where he worked throughout high school to pay for his own clothes. He entered the University of Washington and majored in business. To make money while in school he sold printed dance cards. After two years of college, Milgard was floundering in his classes. He left school and pooled his savings with his father's to start the Milgard Glass Company. Four years later, Milgard left his father and brother to run the glass business while he set up shop as a window manufacturer. Today, Milgard Manufacturing, whose truck fleet has grown to 600 red trucks, is the largest supplier of residential windows in the western United States.

When Thomas Millsop was 15, he went to work in a steel mill for 10 cents an hour. In his lifetime, Millsop was away from the steelmaking industry only once, and that was to serve in the U.S. Marine Air Force in World War I. Step by step, he moved up through the ranks to become president of the Weirton Steel Company in 1936. He later became president of National Steel Corporation, Weirton's parent organization. He also served as mayor of the city of Weirton.

The fourth of five children, George Mitchell was born in 1933 in Waterville, Maine. His father was a laborer and janitor. After graduating from high school at the age of 16, Mitchell attended Bowdoin College. He worked his way through as a fraternity steward and truck driver. During summers he worked on construction crews and as a night watchman. He served in the Army and then earned his law degree at Georgetown University. Mitchell served two years at the Justice Department before becoming executive assistant to Senator Edmund Muskie. He later became a Democratic National Committeeman from Maine. In 1977, Mitchell became U. S. Attorney for Maine, and was appointed a U. S. District Court Judge in 1979. When Senator Muskie became Secretary of State, Mitchell was appointed to finish his term. In 1982, he won the senate seat in his own right. He was elected Senate majority leader at the conclusion of the 100th Congress.

George Mitchell grew up in Galveston, Texas, where his father earned a meager living in a dry cleaning shop. During his high school years, Mitchell worked at a local fishing pier. He attended Texas A&M University, working his way through by waiting on tables. He graduated first in his class with a degree in petroleum engineering, and accepted a job with Amoco in Louisiana. As an Army Reserve officer, he was called into active duty with the Army Corps of Engineers a month before Pearl Harbor. Four years later, he became a consultant with several backers paying $50 a month to invest in his energy development company. Eventually, his company met with great success and was one of the largest oil and gas producers in the nation, as well as one of the largest real estate developers in the Houston-Galveston region. He employed 3,000 people and drilled more than 150 wells a day. In 1992, Inc. magazine named him Master Entrepreneur of the Year.
James P. Mitchell
Class of 1959
United States Secretary of Labor

James Mitchell earned $2 a week delivering groceries while attending parochial school in Elizabeth, New Jersey. After graduation, he went to work full time at a store and became the manager within a year. He used his savings to open his own stores in Elizabeth and Rahway, but they both failed during the Depression.

Mitchell became an expediter for Western Electric Co. In 1931, the company loaned Mitchell to the New Jersey relief administration. Five years later he left Western Electric to take charge of labor relations for the Works Progress Administration in New York. During World War II, he served in various manpower posts in Washington. After the war, he returned to private industry. In 1953, he was appointed Assistant Secretary of the Army and in less than a year, President Eisenhower appointed him Secretary of Labor.

James R. Moffett
Class of 1990
Chairman of the Board and CEO
Freeport-McMoRan Inc.
Chairman, Freeport-McMoRan Copper & Gold

The son of an oil field worker, Jim Bob Moffett was born in 1938 in Houma, Louisiana. As a young teen, Moffett worked to help support his family. He bagged groceries, delivered newspapers, pumped gas, and sold shoes. He attended the University of Texas at Austin on a full football scholarship. Two years later he received a master’s degree in geology from Tulane. In the early 1960s, Moffett worked as a “roustabout” in New Orleans until he became associated with W. K. McWilliams, Jr., as a consulting geologist in the oil and gas industry. In 1969, he, McWilliams, and another partner organized McMoRan Exploration Company. In 1981, Moffett put together one of the largest corporate mergers in the history of Wall Street, combining McMoRan Oil & Gas Company and Freeport Minerals Company to form Freeport-McMoRan. That company became one of the world’s leading natural resource companies and Moffett served as chairman and CEO from 1984 to 1997.

Clarence R. Moll
Class of 1962
President, Pennsylvania Military College

The son of a farmer, Clarence Moll grew up in rural Bucks County, Pennsylvania. He attended Temple University, where he earned a degree in physics. He went on to earn a doctorate in statistical measurement and higher education administration. Moll joined the faculty and administration of Pennsylvania Military College in Chester, near Philadelphia. In 1959, after 16 years with the college, he was appointed president. He successfully guided the urban campus through an expansion program that increased its size from 25 to 92 acres and eventually presided over the military school’s transition to becoming a private coeducational school called Widener College. By the time Moll retired, Widener had become a university with a law school and doctoral programs in education and nursing, as well as a large MBA enrollment.

Thomas S. Monaghan
Class of 1986
President & Chairman of the Board
Domino’s Pizza, Inc.
President, The Ave Maria Foundation

Born in 1937 in Ann Arbor, Michigan, Tom Monaghan was four when his father died. When his mother could no longer support her two sons, they were put into foster care. Two years later Monaghan was sent to an orphanage, where he lived for four years. When he was 12, he was sent to live and work on a local farm. He enlisted in the Marines in 1956, and then attended the University of Michigan. While in school, Monaghan and his brother borrowed $500 to buy a pizza store. Later he traded his brother a Volkswagen Beetle for his half of the business. Using the strategy of delivering hot, fresh pizzas within 30 minutes, Domino’s experienced phenomenal growth. Today it is the number one pizza delivery company in the United States, and operates in more than 50 countries. Monaghan sold Domino’s Pizza in 1998 for $1 billion. Today, Monaghan devotes himself to philanthropy through his organization called The Ave Maria Foundation, which benefits Catholic charities.

* Deceased
Gordon E. Moore
Class of 1996
Chairman of the Board, Intel Corporation
Chairman of the Board, Emeritus, Intel Corporation

Gordon Moore was born in 1929 in Pescadero, California, where his father served as the only law enforcement officer for half of the county. As a child, Moore developed an interest in chemistry and conducted experiments from his backyard shed. He worked his way through the University of California at Berkeley, and then earned his doctorate in chemistry at Cal Tech. After working for the Shockley Semiconductor Laboratory in San Jose, California, Moore joined Fairchild Semiconductor, where he headed the engineering department. His work there became the basis for the integrated circuit. In 1968, Moore and his partner, Robert Noyce, formed Intel Corporation, which became responsible for major breakthroughs in large-scale integrated memory and the microwave processor. Moore served as Intel's president and chief executive officer in 1975. In 1979 he became the chairman and chief executive officer, a post he held until 1987. In 1990, Gordon Moore received the national Medal of Technology from President George H. W. Bush.

Thomas W. Moore
Class of 1968
Group Vice President, American Broadcasting Company, Inc.
President Emeritus, ABC Television Network
Vineyard Owner

Thomas Moore spent his childhood in Meridian, Mississippi. His father died before he was three, and his mother supported him and siblings as a schoolteacher. By the age of six, he sold vegetables door to door. Later he worked for the local newspaper. He worked his way through Mississippi State University, but left early to serve as a naval aviator in World War II. After the war, Moore sold radio advertising in Los Angeles and attended the University of Southern California at night. In 1957 he joined the ABC network in New York as vice president of sales. By 1968, he became president of the ABC Television Network. Two years later, he established Ticketron with a group of investors. He left that enterprise after two years to start Tomorrow Entertainment, which has produced many television classics, such as “The Autobiography of Miss Jane Pittman.”

Jim Moran
Class of 1996
Founder & Chairman of the Board
JM Family Enterprises, Inc.

Born in 1918 in Chicago, Jim Moran was the son of Irish and German immigrants. The family lived in a fourth floor walk-up close to the noise of the streetcar lines. Shortly before Moran turned 14, his father died during the height of the Depression. Moran went to work to help his mother and sister. In 1939, he saved every penny he could and purchased a Sinclair gas station for $360, which soon became the largest volume outlet in Chicago. After serving in World War II, he returned to Chicago and sold his first car—a used 1936 Ford Coupe. Within two years he purchased his first used car lot. In 1955, he became the world’s largest Ford dealer. Moran was the first dealer in the nation to show new and used cars live on television. In 1961, he became the only automobile dealer ever to be featured on the cover of Time magazine. Today, JM Family Enterprises is one of the nation’s largest privately held companies.

Rodrigue Mortel
Class of 1985
University Professor and Chairman
Department of Obstetrics & Gynecology
Pennsylvania State University College of Medicine
Emeritus Professor of Obstetrics & Gynecology and Associate Dean
Penn State University College of Medicine

Rodrigue Mortel was born and raised in abject poverty in Haiti. When his family couldn’t pay the $4 monthly rent, they were put out on the street. By selling rice and tomatoes in an open-air market, Mortel’s mother saved enough money to send him to school in Port-au-Prince, where he boarded with a family. He went on to college and graduated with honors. He studied at the Medical School of Port-au-Prince, and then continued his medical studies in Montreal. He interned at Mercy Douglas Hospital in Philadelphia, and spent his residency at Hahnemann Medical College and Hospital and then at Memorial Sloan Kettering Cancer Center, where he specialized in gynecological oncology. In 1972, he joined the Milton S. Hershey Medical Center. Today, Dr. Mortel is retired as associate dean and director of the Penn State Cancer Center. The Mortel Family Charitable Foundation operates a school in Haiti to educate the poor.

* Deceased
Azie Taylor Morton*
Class of 1979
Thirty-sixth Treasurer of the United States

Born on a farm near Austin, Texas, Azie Taylor Morton never knew her father. Morton attended high school at Austin's State School for the Blind, Deaf and Orphaned, because of her mother's deafness. She graduated at the age of 16 and earned her degree at Huston-Tillotson College. She taught at a school for delinquent girls and then served as assistant to the president of Huston-Tillotson College. Morton became the only black member of the local chapter of the AFL-CIO. In 1961, she moved to Washington, D.C., to serve on President Kennedy's Committee of Equal Employment Opportunity. She spent the next several years serving in various government positions, including staff assistant to the U.S. House of Representatives Committee on the District of Columbia. Active politically, she was special assistant to the chairman of the Democratic National Committee from 1971 to 1976. In 1977, President Jimmy Carter appointed her the 36th Treasurer of the United States, a position she held until 1981.

Arthur H. Motley*
Class of 1974
Chairman, Parade Sunday Magazine

Arthur Motley was born in 1900 on a farm near Minneapolis, Minnesota. He worked on the farm until age 13, when he began the M & G Company with his cousin, John Groff. The company sold topsoil and manure to neighbors. Motley worked his way through college selling Fuller brushes, working as a night watchman, and teaching English part time. In 1922, he graduated with honors from the University of Minnesota. He began his career at Crowell-Collier publishers. In 1928 he became publisher of American Magazine. His success there led him to become the president of Parade Magazine, a position he held from 1946 to 1970. Motley is credited with turning Parade into one of the most profitable Sunday supplements in newspaper history. In 1971 he was named chairman of the board. Motley served as president of the U.S. Chamber of Commerce from 1960 to 1961.

Charles Stewart Mott*
Class of 1971
Director, General Motors Corporation
Founder, The Mott Foundation

Charles Stewart Mott was born in 1875 in Newark, New Jersey. He wore clothes his mother made for him out of his father's old suits. To support himself while studying mechanical engineering at the Stevens Institute of Technology, he made and installed soda-water carbonating machines. During the Spanish-American War, he served as a gunner's mate on the USS Yankee. In 1900, Mott became superintendent of a small, unprofitable wire wheel firm, the Weston-Mott Company. Under his direction, the company shifted to axle making and moved from Utica, New York, to Flint, Michigan. The company went on to become the world's largest axle company and was purchased by General Motors. Mott served as director of General Motors in 1913 and was vice president from 1916 to 1937. He was mayor of Flint for three terms and formed the C. S. Mott Foundation, famous for pioneering the community college concept.

Angelo R. Mozilo
Class of 2004
Chairman and CEO
Countrywide Financial Corporation

Angelo Mozilo was born in 1938 in New York City, Angelo Mozilo lived in a house that included two families. The oldest of five children, Mozilo slept on a sofa in the dining room. His father was a butcher and by the age of 12, Mozilo began working alongside him. Two years later he began working during the week for a mortgage company, but continued to help his father on weekends. He earned a degree in 1960 from Fordham University and continued to work at the mortgage company. In 1960 he invested his company's total net worth on a Florida housing project, which turned out successfully. In 1969 he formed a partnership with David Loeb to start Countrywide Credit Industries, which evolved into Countrywide Financial Corporation. A Fortune 500 company today, Countrywide employs more than 35,000 individuals at more than 550 locations across the United States and the United Kingdom.
Earl W. Muntz*  
Class of 1949  
President, Muntz T.V., Inc.

Earl Muntz was born in 1914 in Elgin, Illinois. He dropped out of high school and, at the age of 20, opened a used car lot. He was too young to sign contracts, so he had his mother sign all of the sales paperwork. A few years later he moved to California and opened the largest Kaiser-Fraser car dealership. In the early 1950s he designed a television that used 17 tubes rather than the 30 tubes in current use. Muntz is credited with coming up with the term TV for television, and even named his daughter Tee Vee. He later invented the Muntz Stereo-Pak 4-track tape cartridge, a predecessor of the 8-track cartridge. Muntz's flamboyant billboards and television commercials for his various businesses made him famous and his stunts in commercials earned him the nickname Madman Muntz.

Stan Musial  
Class of 1991  
Member, Baseball Hall of Fame

The son of Polish immigrants, Stan Musial was born in 1920 in Donora, Pennsylvania. Drawn to baseball as a child, Musial became a $65-a-month Class D pitcher in his teens. He realized his lifelong dream of playing in the major leagues in 1941 at the age of 20, playing 22 seasons for the St. Louis Cardinals before retiring in 1963. He was inducted into the Baseball Hall of Fame in 1969. Musial won seven National League hitting championships, hitting over .300 his first 16 seasons in the major leagues and ending with a career average of .331. He started his career as a pitcher, but after an injury, moved to the outfield. He also played first base. Musial was selected National League Player of the Year three times and The Sporting News' Major League Player of the Year twice. Sports Illustrated named Musial its Sportsman of the Year in 1957, and The Sporting News honored him as Player of the Decade 1946-1956.

Lee Nadeau*  
Class of 1949  
President, The Nestle-Le Muir Company

James J. Nance*  
Class of 1951  
Chairman, First Union Real

James J. Nance was raised on a farm. He was president of Hotpoint, Inc., and Studebaker-Packard Corp. He was chief executive of Central National Bank of Cleveland, chairman of the executive committee of Montgomery Ward, and chairman of the board of trustees of Cleveland State University. James Nance achieved a series of successes as a senior executive in industry, banking, and investments. After assuming his position as chairman and president of First Union Company in 1968, he built real estate investment trust into one of the largest of those specializing in property ownership.

* Deceased
Francine Neff was born in 1925 in Albuquerque, New Mexico. Her father was an oilman and at one point the family lived in a tent in Texas to be near the oil fields. Neff graduated from her high school as class valedictorian and earned a scholarship to Cotey Junior College in Nevada, Missouri, where she was number one in her class. She transferred to the University of New Mexico, majored in English, and received her degree in 1948. In 1964, she became an active volunteer for the Republican Party. She served as a delegate to the Republican National Convention in 1968 and 1972. Later, she became a member of the Republican National Committee. President Ford appointed her 35th Treasurer of the United States in 1976. She later served as the national director of the United States Savings Bonds Division.

Joe Neubauer was born in Israel in 1941. He was not yet 15 when his parents sent him to America for an education. He settled with an aunt and uncle and attended Tufts University, where he earned a degree in chemical engineering. With the help of a scholarship, he earned his MBA from the University of Chicago. He joined Chase Manhattan Bank and quickly rose through the ranks. At 27, he became the youngest vice president in the bank’s history. In 1971, Neubauer joined PepsiCo, where he became the youngest treasurer of a Fortune 500 company. He was later promoted to vice president. In 1979, he joined ARA Services as executive vice president of finance and development and chief financial officer. Within two years, he was named president, and in 1983 he was elected CEO. Called ARAMARK since 1994, the company is a major leader in food services, facilities management, and uniform apparel.

Born in Eureka, South Dakota, in 1924, Allen Neuharth never knew his father, who died when he was less than two. At the age of 11, Neuharth took his first job as a newspaper carrier. After high school graduation he served as a combat infantryman in World War II, and was awarded the Bronze Star. Neuharth earned a degree in journalism at the University of South Dakota. In 1950 he joined The Associated Press as a reporter. He went on to work for the Miami Herald. In 1960, he was an executive editor with the Detroit Free Press. He joined Gannett as general manager and, in 1966, became president of Gannett Florida. While there, he started a new paper, TODAY, which was renamed Florida TODAY, an early prototype of USA Today. Neuharth built Gannett from a regional newspaper chain into the largest newspaper publisher in the nation. USA Today has the largest newspaper readership in the country.

Born in Minneapolis, Minnesota, Nicholas was just seven when his father became permanently disabled. Nicholas began working at age eight. After high school graduation he served in the Air Corps. When bailing out of an airplane over China, he became disabled. He earned the Distinguished Flying Cross by the time of discharge. Using the GI Bill, he enrolled at Northwestern University and majored in business. After earning a law degree he worked in a succession of high level sales and marketing positions with several companies. After practicing law for some time, Nicholas, at age 53, joined two partners and purchased Beech-Nut Baby Food from Squibb. He served as chairman, CEO, and president of the company. His decision to remove salt, sugar, artificial flavors, MSG, and HVP from Beech-Nut’s baby food made the company, by the time it sold to Nestle in 1979, second place in baby food sales.

* Deceased
R. James Nicholson
Class of 2000
CEO, Nicholson Enterprises, Inc.
Secretary of Veteran Affairs

Jean Nidetch
Class of 1989
Founder, Weight Watchers
International, Inc.
Founder and Consultant
Weight Watchers International, Inc.

George O. Nodyne*
Class of 1963
President, East River Savings Bank
of New York

Paul Novelly
Class of 2000
Owner, Apex Oil Company and AIC,
Limited
Owner, St. Albans Global
Management, Apex Oil Company
and AIC, Limited

The third of seven children, Jim Nicholson was born in 1938 in a farmhouse outside Struble, Iowa. His family lived in rented housing that had no indoor plumbing. At age 15 Nicholson went to work for the railroad and used the money he earned to buy his family a car. In 1957 he won an appointment to West Point. After graduation he served as an Army Ranger and paratrooper and volunteered for service in Vietnam. Upon his return he earned a master’s in public policy and education from Columbia University. He also earned a law degree from the University of Denver. After two years of practice, he made partner with his firm. In 1978 he became involved in real estate development. After several years of involvement with the Republican National Committee, he became chairman in 1996 and served in that position for two terms. Prior to his current position, Nicholson served as U.S. Ambassador to the Holy See.

Jean Nidetch was born in 1923 in Brooklyn, New York, where her father was a cab driver who sold sandwiches and coffee to work gangs during the Depression. As a young adult Nidetch made many attempts to control her weight, but was never successful. Finally, she enrolled in a weight program sponsored by the New York City Board of Health. She was given a diet to follow, which she did for 10 weeks. She lost 20 pounds, but her motivation began to wane. She felt she needed support from friends. She began to hold weekly meetings with her overweight friends in her apartment. Word spread about the meetings, and the initial group grew rapidly. In May 1963 she incorporated and rented space for the first public Weight Watchers meeting. Today, Weight Watchers International, Inc. is a billion dollar business, with 44,000 employees in 24 countries.

Born in 1902, George Nodyne left school at 16 to become a runner for a commercial bank. He chose banking as his vocation and later joined East River Savings Bank as a clerk-bookkeeper in 1922. In 1927, he was named chief clerk of a branch office. From there, he advanced rapidly. By 1934, he was in charge of personnel. In 1935, he was elected as the tenth president of the bank. He was the only person in the bank’s 115-years history to rise through the ranks to the office of president. Under his leadership, the institution became one of the nation’s largest mutual savings banks with assets of $632 million. Always anxious to help his community, Nodyne became president of New York City’s Bankers School for Young Bankers. He credo was, “No greater gift can man bestow, than by giving of his life to help others.”

Paul Anthony Novelly was born in 1943 in St. Louis, Missouri. The family of five lived in a one-bedroom apartment in a low-income section of town. Novelly began working at a confectionery business stacking bottles and sweeping floors when he was only seven. At 16 he went to work in a grocery store, where during college he worked his way up to manager. He attended St. Louis University, graduating in 1965 with a degree in finance. His first job was with Shell Oil Company. He had 14 jobs in four years with Shell, but joined Apex Oil because it was headquartered in St. Louis. Novelly worked his way to the top and in 1978 bought the company. The deregulation of the oil industry in the 1980s put Apex into bankruptcy, but Novelly successfully guided his company through the crisis. Today, Apex is one of the largest private companies in the nation.

* Deceased
Charles F. Noyes
Class of 1959
President, Charles F. Noyes Company, Inc.

Gerald C. O’Brien
Class of 1969
President and Chairman of the Board
North American Development Corp.

John J. O’Connor
Class of 1981
President, Miami National Bank
President, Retired, Miami National Bank

Floyd Odlum
Class of 1972
Financier

Charles Noyes started his career as a newspaper delivery boy at the age of nine. Within three years, he had acquired newsstand concessions on steamers running between Block Island and New London, Connecticut. He became a junior partner in a small New York real estate firm at the age of 20. When the firm was dissolved a few years later, Noyes went into business for himself. Through hard work and determination, he built the Charles F. Noyes Company into one of the leading real estate brokerage firms in the United States. In 1948 he received the top award from the Real Estate Board of New York for the “most ingenious real estate transaction of the year.” In 1951, he and his company associates were the brokers in the sale of the world-famous 102-story Empire State Building. In his 80s, he worked a 12-hour day, a long-standing habit that the dean of Real Estate Brokers considered an indispensable part of his formula for success.

Gerald O’Brien began working when he was seven, earning five cents a day cleaning stables. At nine, he threshed wheat for 75 cents a day. At 14, he became a bricklayer, and by the time he was 17 he owned his own construction company. His family suffered from poverty during the Depression, so he worked days and nights, mixing school sessions with various jobs, such as switchman on a railroad and bricklayer. After serving in Korea with the Navy, he joined the Wrecking Corporation of America. Twelve years later he had worked himself up through the ranks to become vice president. He eventually purchased the company. At 38 years old, he was president and chairman of the North American Development Corporation, and owned eight other corporations that operated nationwide and in Canada. His most famous demolition jobs included the Old Metropolitan Opera House, the Times Tower, the Polo Grounds, and Grand Central Palace.

John O’Connor was born in 1917 in Bridgeport, Connecticut. His parents separated when he was an infant and he was sent to live with several foster families. He was reunited with his mother in New York City when he was 14. He worked as a pageboy with National City Bank (now Citibank), while attending high school. He earned a scholarship to Columbia University and then studied finance at Pace Institute Evening College.

In 1942 he served with the Air Force as a B-17 commander in Italy during World War II, flying a total of 50 bombing missions. After the war he returned to Citibank, where he rose to vice president before retiring in 1975. He moved to Florida where he joined Miami National Bank as executive vice president. In 1978 he became president and a member of the board. He retired from Miami National in 1981.

Floyd Odlum, the son of a Methodist minister, was born in 1892 in Union City, Michigan. He began working to support himself at a young age delivering milk and working on a farm. Odlum put himself through college and law school by working as an assistant librarian, taking tickets at the Chautauqua grounds, and managing the college paper and dramatic club. He served as head of the American Arbitration Association, the New York Neurological Institute, the Arthritis Foundation, and the Lovelace Foundation for Medical Research. He never asked for any salary at any time, but by 1932 he was one of the wealthiest men in the country. He owned Atlas Corporation, RKO Studios, Northeast Airlines, Bonwit Teller, and other businesses. For his service during the war, Floyd Odlum received the French Legion of Honor and the Certificate of Merit from President Truman.

* Deceased
Fred O’Green, the son of immigrants, grew up in Iowa. He taught music in high school, but later decided to go into engineering. He attended Iowa State University, paying his way by waiting on tables in the dormitory and becoming a member of symphony and concert bands. After college, he got a job at the Naval Ordinance Laboratory in Washington, D.C., and at the same time completed work for a master’s degree in electrical engineering at the University of Maryland. Eventually, he helped pioneer the country’s early entry into space in the late 1950s. As technical director of all space programs and assistant general manager of Lockheed Industries’ space division, O’Green was involved in helping to accelerate the U.S. space program during the period after the launch of the Soviet Union’s Sputnik I.

Patrick O’Malley was born to immigrant parents in the Irish slums of Boston. His mother died when he was six months old. Reared with six brothers and sisters in a third-floor walkup apartment, his family received Christmas baskets of food from charitable organizations. By age nine, O’Malley was shining shoes to earn money. Throughout high school he delivered meat by horse and wagon for a local butcher. O’Malley began his career in 1932 with Coca-Cola as a helper on a truck. He worked his way up to supervisor, then manager, then vice president, and president of a subsidiary. After 20 years, he became executive vice president of the parent company in Atlanta. After 30 years with Coca-Cola, O’Malley became president of Canteen Corporation. Over the next 20 years he became chairman and CEO of Canteen and increased sales from $187 million to $1.6 billion.

The daughter of a sharecropper, Louise Herrington Ornelas grew up in grinding poverty during the Depression. Her family of 12 lived in a rented house on a farm, where they made their clothes from flour sacks. When she was 18, Ornelas married and worked in a restaurant while her husband went to college. When he graduated they opened their own restaurant business. After her husband was killed in a car accident, Ornelas moved back to her hometown. A few years later she remarried and the couple bought a bankrupt cable system in Sulphur Springs, Texas. They quickly taught themselves the cable business and worked hard to make it a success. In 1999 TCA was acquired by Cox Communications for $4 billion.

Katherine Ortega, the youngest of nine children, was born in 1934 in Tularosa, New Mexico, where her father ran a small restaurant. Ortega began working in the restaurant when she was eight. Throughout high school she worked part time for the local bank, and continued working there full time for more than two years to save money for college.

She attended Eastern New Mexico University, graduating in 1959 with a degree in business and economics. In 1968 she moved to California to work as an accountant for a small public utility company. She became a certified public accountant and later became the first woman president of a bank in California at Santa Ana State Bank. In 1983, President Regan appointed her the 38th Treasurer of the United States, a position she held until 1989. From 1990-1991, she served as an alternate representative to the United Nations General Assembly.

* Deceased
Born in 1956 in Vicksburg, Mississippi, Clarence Otis was four when he moved with his family to the Watts area of Los Angeles. As a teenager, Otis worked as a counselor with the Neighborhood Youth Corps. He obtained a full scholarship to Williams College in Williamstown, Massachusetts, and graduated magna cum laude in 1977. He worked for the Chemical Bank in New York City. In 1980, he earned a law degree from Stanford Law School, and worked for several years with Wall Street law firms. He later went into investment banking with Chemical Securities. In 1995, he shifted his career when he joined Darden Restaurants, Inc., which owns and operates Red Lobster, Olive Garden, Bahama Breeze, Smokey Bones Barbeque & Grill, and Seasons 52 restaurants. He became CEO of the company in 2004 and was appointed chairman in 2005. Today, Darden Restaurants is the largest casual dining restaurant company in the world in sales and market share.

Charles Overby was born in 1946 in Jackson, Mississippi. His father was a used car salesman who died when Overby was 14. When he was a sophomore in high school, Overby took a journalism class and immediately realized this was what he was meant to do. He became the editor of his high school newspaper, which won the prestigious Pacemaker Award as one of the five best high school newspapers in the country. He attended the University of Mississippi and, in 1968, became the press assistant to Senator John Stennis of Mississippi. A year later he became a Washington correspondent for three daily newspapers in the South and wrote a weekly column for 15 other papers. He became the editor of The Clarion-Ledger in Jackson, Mississippi, which won the Pulitzer Prize Public Service Award under his leadership. He also served as vice president for Gannett. In 1997 he became chairman and CEO of the Freedom Forum.

John Pappajohn was born in Greece, nine months old when he and his mother immigrated to the United States, where they joined his father in Mason City, Iowa. A natural entrepreneur, Pappajohn began working at an early age. When he was eight, he was a rag merchant. Later, he worked in his father’s small neighborhood grocery store. When Pappajohn was 16, his father died, leaving him as head of the household with two younger brothers and a mother who spoke no English. Pappajohn and his brothers took turns putting each other through college. After graduating from the University of Iowa, Pappajohn began selling insurance. In 1962, he founded Guardsman Life Insurance Company. Seven years later he sold the company and founded Equity Dynamics, Inc., a venture capital business. He focused on making medical-related businesses profitable. Over the years, Pappajohn has founded more than 50 start-up companies, most of which have been successful.

James Patterson was born in 1933 in Louisville, Kentucky. His family lived across from a factory, where his father worked every day of his adult life. They lived in a cold-water flat that had no bathroom. At the age of 12, Patterson got a work permit and quickly became industrious and self-sufficient. He worked as a delivery boy for a drug store and as a janitor in a dry goods store. His skills as a baseball player earned him a scholarship to the University of Louisville, where he majored in marketing. After graduation he served in the Air Force and, in 1959, used his savings to buy a franchised restaurant called Jerry’s. In 1969 his idea for a fast-food fish restaurant came to fruition when he opened a restaurant that became known at Long John Silver’s. Today, the popular chain has 1,200 stores nationwide. In 1975 Patterson dissolved his partnership and became a Wendy’s franchisee. In 1976 he formed Pattco, LLC, which includes numerous businesses.

* Deceased
William Allan Patterson started his work years as an office boy with Wells Fargo Bank. As a teller, he became familiar with the financial structure of airlines. He left banking in 1929 and went to Seattle as assistant to the president of the Boeing Airplane Company and Boeing Air Transport, which was one of four airlines that merged in 1931 to form a transcontinental system called United Airlines. Patterson went to Chicago in 1931 as United’s general manager. Two years later, he became a vice president and, in 1934, he was elected president. At the time the company employed 1,000 people on a 2,600-mile system. In 1963, when Patterson was elected board chairman and CEO, United Airlines had more than 30,000 employees on its 18,000 mile-system.

Jim Pattison was born in Saskatoon, Saskatchewan, Canada, in 1928. When his father lost his car dealership during the Depression, the family moved to Vancouver, where for a time they lived in a rented attic room. Pattison had many jobs as a youth, including paper boy, hotel page, and door-to-door salesman. He worked his way through the University of British Columbia, but left early to work full time managing a used car dealership, where he eventually became general manager. In 1961 Pattison became the owner of a GM dealership, taking out a loan on his life insurance and home and borrowing the rest from GM. Four years later he bought a struggling radio station. By 1986 his company had more than $1 billion in sales. Today, The Jim Pattison Group is Canada’s third largest privately held company with varied business interests in television, radio, car dealerships, grocery store chains, advertising, real estate development, entertainment, and more.

Allen Paulson was born in 1922 on a farm in Clinton, Iowa. On his own at 13, he supported himself by selling newspapers and cleaning a hotel’s lobby and restrooms. At 15, a winning lottery ticket enabled him to buy a bus ticket to California, where he worked on a dairy farm while attending school. After graduating from high school, he moved to West Virginia in 1941. He worked at least two jobs at a time while studying engineering. During WWII he served with the Army Air Corps, and then returned to TWA as a flight engineer. In 1952, he formed California Airmotive, which eventually became Learjet’s main distributor. In 1978 he created the modern Gulfstream Aerospace Corporation by combining Rockwell’s general aviation division with the Grumman Aerospace corporate jet division.

The son of Italian immigrants, Jeno Paulucci was raised during the Depression in Hibbing, Minnesota, where his father operated a small grocery store. After graduating from high school, he attended junior college, but decided he could earn more money buying and selling food. To launch his business he lived out of his 1929 Ford, selling products by the carload to local grocers. Paulucci built his business and expanded his territory. Eventually he experimented with making better canned Chinese food than what was already on the market. That business became Chun King. He went on to create, finance, or lead more than 50 privately held companies and organizations in a career spanning 70 years of entrepreneurship. Paulucci’s Luigino’s, Inc., producers of Michelina’s and Budget Gourmet brands, is one of the world’s leading packers of frozen entrees.
While in grade school, William Payne milked cows, delivered newspapers, and worked as a church janitor. He worked in the harvest fields of Oklahoma and Kansas while he was in high school. He worked his way through Oklahoma State University, and then became a graduate assistant in microbiology at Massachusetts State College. He later became assistant bacteriologist for the City of Detroit. After serving in World War I, he returned to Oklahoma as a scout for the North American Oil Company. He worked as a “tool pusher” and became vice president of Helmerich & Payne. In 1936, he organized Big Chief Drilling Company. He was national president of the American Association of Oil Well Drilling Contractors and the Mid-Continent Oil and Gas Association.

Norman Vincent Peale was born in 1898 in Bowersville, Ohio. As a boy he helped support his family by delivering newspapers and working in a grocery store. He was educated at Ohio Wesleyan University and Boston University. Peale became an ordained Methodist minister in 1922, but changed his religious affiliation to the Reformed Church in 1932. He served for 52 years as pastor of Marble Collegiate Church in Manhattan, growing the congregation there from 600 to 5,000. In 1952 he wrote The Power of Positive Thinking, which has sold more than 20 million copies and has been translated into 41 languages. In all, he wrote 46 “inspirational” books. President Reagan awarded Peale the Presidential Medal of Freedom for his contributions to the field of theology. He was one of the most influential Protestant clergymen in the United States.

The daughter of a Methodist minister in Detroit, Ruth Stafford was born in 1906 in Fonda, Iowa. She worked full time for the local telephone company after her high school graduation to help with her brother’s college tuition. He later returned the favor. She attended Syracuse University and then became a math teacher. In 1930 she married Norman Vincent Peale. In six decades of marriage and ministry, the Peale partnership communicated its message of the power of Christian faith and positive thinking to millions of people worldwide. More than 4 million people subscribe to the inspirational monthly magazine Guideposts, which the Peales founded in 1945.

James Cash Penney was born in 1875 in Hamilton, Missouri. After graduating from high school he went to work for a local dry goods merchant, where he earned less than $5 a month. He moved to Colorado for health reasons and opened a combination butcher-bakery shop. This business failed and Penney became a clerk in a clothing store called Golden Rule. In 1902 he was offered a one-third partnership in a new Golden Rule store, which Penney opened in Wyoming. In 1908, he bought out his partners and continued to open more Golden Rule stores. In 1913, he incorporated the J. C. Penney Company and the Golden Rule name was phased out. During the 1920s Penneys expanded nationwide. Today there are more than 1,000 department stores in the U.S. and Puerto Rico. J. C. Penney is the nation’s largest catalog merchant of general merchandise.
Ross Perot was born in 1930 in Texarkana, Texas. His parents were major influences on his life. Beginning at age seven, Perot worked at various jobs throughout his boyhood, including breaking horses, selling Christmas cards and magazines, and delivering newspapers. He entered the United States Naval Academy in 1949, and served as class president while he was there. After serving four years with the Navy, Perot joined IBM in 1957 as a salesman. In 1962, he started a one-man data processing company called Electronic Data Systems (EDS), which he sold to General Motors in 1984 for $2.5 billion. In 1988 he started Perot Systems Corporation, a computer service company. In 1995, he formed a third political party, the Reform Party, to challenge the Democratic and Republican parties in the 1996 presidential election.

Russell Perry was born in Cornell, Illinois. At age 15, he moved with his family to Chicago. After his older brother died, his father left the family, leaving Perry to support his mother and two younger brothers. He attended two years of high school, after which he went to work as an office boy in an insurance company. He returned to school, taking college courses at night. In 1932, he began working for Republic Insurance, which later transferred him to their New York office as an underwriter. He earned a degree at Brooklyn Law School in 1940. In 1959, Republic named Perry executive vice president and a year later he was appointed president and CEO. In 1972, he became chairman of the board.

Ann Person grew up in a small house that had no electricity or running water. Her mother, a seamstress, taught her to sew, and she studied industrial sewing in high school before attending the University of Oregon as an art major. She interrupted her studies to join the WAAC during World War II. Later, she began giving sewing lessons and experimenting with stretch-knit fabrics, which were just coming into popularity. She developed a special technique for sewing knits, and began designing special patterns. She opened a store and wrote an instruction book about her technique. It became an overnight success. The book led to a syndicated television show, “Sewing with Ann Person.” At its height of popularity, the Stretch & Sew chain included more than 200 franchise stores.

Roger Tory Peterson developed a love for birds as a child. His skill in sketching birds got him a job in a furniture factory painting Chinese designs on lacquer chests. He studied in New York at the Art Students’ League and the National Academy of Design. He approached five publishers before Houghton Mifflin agreed to publish 2,000 copies of his Field Guide to the Birds, which sold out in less than a week. It has been Houghton Mifflin’s best seller on any subject over the past 68 years. This book was followed by a series of other guidebooks on subjects ranging from butterflies and wildflowers to animal tracks and shells. Peterson is known internationally as the man who revolutionized bird watching and nature study, and he is credited with helping to build the modern environmental movement. He was twice nominated for the Nobel Peace Prize and he received the Presidential Medal of Freedom in 1980.

* Deceased
Lewis Phillips was raised by his immigrant grandparents, who spoke no English. They lived on a farm in upstate New York. In his youth, he often carried his only pair of shoes to a one-room school to make them last longer. Before and after school he did farm chores and assisted in making deliveries. He also had a newspaper route. In 1936, he was forced to drop out of school because his family had financial difficulties. He got a job as counter clerk at Nedick’s, earning $18 a week at 30 cents an hour. His industry, intelligence, and ability were soon recognized, and he rose step by step in the business. He interrupted his career for four years to serve in the Army during World War II. In 1945, he was awarded a citation for “outstanding performance of military duty.” By the end of his career, he was president of the Nedick’s chain of 86 stores in seven states.

Born in 1939 in St. Louis, Missouri, Joseph Pichler was the son of an Austrian immigrant. When Pichler was 14 his mother died and two years later his father died. Pichler went to live with a sister, but it was an older brother who helped him with tuition to Notre Dame. Pichler worked as a mail carrier and in a brewery, along with many other jobs, to pay his way through school. A scholarship paid his last two years of college. He graduated in 1961, and earned a master’s in business from the University of Chicago in 1963. He continued at Chicago, earning his doctorate in 1966. For the next 15 years he taught business at the University of Kansas. After serving as dean of that school, he became a vice president with a supermarket chain. When his company merged with The Kroger Co., Pichler became president within three years. He went on to serve as chairman and CEO.

Boone Pickens was born in 1928 in Holdenville, Oklahoma. As a boy he mowed lawns and had a paper route. He graduated from Oklahoma A&M in 1951 with a degree in geology, and then joined Phillips Petroleum. Four years later he quit his job, took on two partners, and started Petroleum Exploration, Inc. By 1964, his company went public and was renamed Mesa Petroleum Co., which went on to become one of the largest independent natural gas and oil companies in America. The company grew through the discovery of major oil and gas deposits in the North Sea, Gulf of Mexico, Canada, and west Texas. In 1986, Pickens founded the non-profit United Shareholders Association to help inform shareholders of their rights. Today, Pickens operates BP Capital, which manages one of the nation’s most successful energy-oriented investment funds, with more than $4 billion under management.

From the time he was a clerk in his father’s small grocery store, Elmer Pierson believed in the importance of education. He financed his night classes at the Kansas City School of Law by working as a salesman for a wholesale grocery firm. His first business success came in real estate and insurance. In 1933, he became the youngest president of the Kansas City Real Estate Board. Later, he was president of the Chamber of Commerce. In 1937, he and his brother founded the Vendo Company to manufacture vending equipment. In 1963, Vendo had annual sales of more than $75 million and operated internationally. Pierson initiated a profit-sharing program at a time when few such plans existed. Later in his life, Pierson financed the construction of the University of Missouri at Kansas City.

* Deceased
Charles J. Pilliod, Jr.
Class of 1982
Chairman of the Board & CEO
The Goodyear Tire & Rubber Co.
Former Ambassador to Mexico

Born in 1918 in Cuyahoga Falls, Ohio, Charles Pilliod grew up on a small farm, but his family moved to town during the Depression. His father opened a small dry cleaning shop where Pilliod worked after school. He worked his way through several years of college, first at Muskingum College in Ohio and then at Kent State University. In 1941, when he could no longer afford school, he took a job with Goodyear making 67 cents an hour. The following year he enlisted in the Army Air Corps and became a bomber pilot in China. After the war, Pilliod spent the next 25 years in 10 foreign countries working his way up Goodyear's corporate ladder. He was elected president of Goodyear International in 1967. In 1973, he was elected chairman and CEO of Goodyear Tire and Rubber Co. Under Pilliod, Goodyear's sales tripled. He retired in 1983. President Reagan appointed Pilliod Ambassador to Mexico in 1986.

Carl R. Pohlad
Class of 1989
President, Bank Shares, Inc. and Marquette Bank, Minneapolis
President, Marquette Financial Companies

Carl Pohlad was born in 1915 in West Des Moines, Iowa, where his father was a railroad brakeman. As a child, Pohlad helped his mother clean the houses of the town's more affluent residents. In high school, he became the assistant of a local banker. He attended Gonzaga University in Spokane, Washington in 1933, but left shortly before the end of his senior year to return to Iowa. He used profits from the used car business he ran while in college to buy into a fledgling finance company in Dubuque. During World War II he served in the Army. When he returned, his partnership included a Minneapolis-based holding company, Bank Shares, Inc., which owned three banks, including Marquette National. Pohlad became president and CEO of Bank Shares and Marquette National in 1955. He sold the bank in 1991 for $1 billion. Pohlad owns the Minnesota Twins baseball team, which won the World Series in 1987 and 1991.

Daniel Poling*
Class of 1954
Editor, Christian Herald

Daniel Poling grew up as a minister's son in the Pacific Northwest. He earned his first 25 cents picking beans in Oregon's Yamhill Valley, and worked his way through college. As an athlete, scholar, journalist, and counselor to youth, he was one of the nation's leading figures in religion and public life. He was president of the International Society of Christian Endeavor and later president of the World's Christian Endeavor Union. He was a widely read author and is well-known for his more than 300 annual book reviews. He earned two degrees and 12 honorary degrees. He received a War Department citation for his work as a war correspondent and several citations and plaques from B’nai B’rith, the American Legion, and the AFL. He was editor of the Christian Herald magazine.

Harold A. Poling
Class of 1991
Chairman & CEO, Ford Motor Company
Chairman of the Board and CEO, Retired
Ford Motor Company

Harold Poling was born in 1925 in Troy, Michigan. His father was an auto mechanic and his mother was a nurse. He worked as a youth doing yard work and also helped his father with car repairs. After high school graduation he became a fighter pilot in the Navy, and then attended Monmouth College in Illinois. He went on to earn his MBA in accounting from Indiana University. He began his career at Ford in 1951. As president and later chairman of Ford of Europe from 1975 to 1980, Poling guided the subsidiary to record earnings. He then became executive vice president over Ford's North American Automotive Operations. As president and then as vice chairman of Ford Motor Company, he helped direct the company to its most profitable five-year period, between 1985 and 1989. In March 1990, Poling became chairman and chief executive officer.

* Deceased
Marvin Pomerantz is the eighth of nine children born into a Polish immigrant family that settled in north central Iowa in 1912. The family moved to Des Moines, where Marvin was born in 1930. The family owned and operated a reconditioning bag business and Pomerantz was driving a truck to help with the chores by the time he was 11. He attended the University of Iowa, majoring in commerce. Following the death of his father in 1958, Pomerantz started the Great Plains Bag Corporation. A sister corporation, Mid America Group, was also founded to develop industrial buildings and office parks. Ten years later he sold Great Plains to Continental Can Company, Inc., but remained president and general manager until 1976. In 1986, he formed Gaylord Container Corporation, which is ranked as one of the top 10 container-board producers in the country.

Born in 1924, John Portman, a native of Atlanta, was one of six children. At the age of 12, he sold The Saturday Evening Post and Liberty magazines on the street. After high school, he attended the U. S. Naval Academy until World War II ended in 1945, at which time he transferred to the Georgia Institute of Technology. After a three-year apprenticeship, he opened his own architectural firm in 1953. That small office evolved into a global organization with branch offices in India and Shanghai. Portman’s buildings are known for their multi-storied atriums, particularly the Hyatt hotels he has designed. Under Portman’s leadership, the company has had notable impact on the skyline of Atlanta, including Peachtree Center, and the urban core of other cities such as San Francisco, Los Angeles, Detroit, Times Square in New York, Singapore, and Shanghai.

Colin Powell was born in the Bronx in New York in 1937 to Jamaican immigrants. He earned a degree in geology at City College of New York and was commissioned a second lieutenant in the Army. Powell spent two tours in Vietnam. After his return home, he earned an MBA from George Washington University, and then served as a White House Fellow. In 1973 he assumed command of the 1st Battalion, 32nd Infantry in Korea. In 1976, he assumed command of the 2nd Brigade, 101st Airborne Division at Fort Campbell, Kentucky. Throughout the late 1970s and 1980s, Powell worked in Washington. In 1989 he became the 12th Chairman of the Joint Chiefs of Staff. In 2001 he became the 65th U.S. Secretary of State, a position he held until 2005. He became the highest ranking African-American in the executive branch and was the highest ranking African-American in the military in the history of the United States.

Born and raised in Texas, Dewey Presley was three when his father died. Presley later worked as a field hand to help his mother with finances. After earning a degree at Baylor University, he joined Magnolia Petroleum Company, which is now Mobil Oil. He served in the FBI during World War II and beyond. While working in Dallas, he was offered a job as an assistant trust officer at First National Bank, then the largest bank in the state. Within 13 years, he became president, a position he held until 1972. He then became president of First International Bancshares, Inc. Today, the company, which is now known as First Republic Bank Corporation, is the largest banking organization in the Southwest.

* Deceased
Frederick K. C. Price  
Class of 1998  
Pastor & Founder, Crenshaw Christian Center

Frederick Price was born in the early 1930s in Southern California, where his father worked as a janitor and chauffeur. After high school graduation, Price attended a revival, which left him with a call to ministry. For the next 17 years, he went through four denominations trying to find his niche as a minister. Price became a full-time pastor in 1969 at the West Washington Community Church of the Christian and Missionary Alliance. By 1973, he moved his 300 parishioners from West Washington to establish the non-denominational Crenshaw Christian Center in Inglewood, California. His church, called the FaithDome, includes 17,000 members. In 1978, Price began a televised ministry called “Ever Increasing Faith.” He also began writing and has published more than 20 books with titles that include How Faith Works, How to Obtain Strong Faith, and Marriage and the Family.

Gwilym A. Price*  
Class of 1957  
Chairman of the Board and President  
Westinghouse Electric Corporation

Gwilym Price was born in 1895 in Canonsburg, Pennsylvania, where his father, who died when Price was 16, worked in a tin mill. Forced to leave high school, Price took a secretarial course and went to work full time. After studying at night and on weekends, Price was able to enter the University of Pittsburgh Law School. He graduated as the youngest member of his class in 1917. He served in the Army during World War I and advanced to captain while overseas. After the war he practiced law, and then served one term in the state legislature. From there he changed to a banking career and rose to the presidency of the People's First National Bank and Trust Company in Pittsburgh. He joined Westinghouse Electric Corporation as vice president in 1946 at the age of 50. He was elected chairman of the board of directors in 1955.

James R. Price*  
Class of 1972  
Chairman of the Board, National Homes Corporation

James Price grew up on his family farm, where he helped to milk the cows and harness the horses from the time he was six. After school, he resumed his farm chores. When he was 20, Price began working as a clerk with the state bank. Within 30 days, he managed the bank’s real estate division, where he was responsible for the sale and purchase of more than 800 farms. In 1940, Price, with his brother George, borrowed $10,500 to found a company that built industrialized housing. The company, National Homes Corporation, went on to become the nation's largest and most successful producer of factory-built homes. In 32 years, National Homes Corporation produced more than 425,000 houses. Price served as a member of the Task Force on Low-Income Housing and on the Advisory Panel on Timber and the Environment.

Nido Qubein  
Class of 2006  
President, High Point University  
Chairman, Great Harvest Bread Company

Nido Qubein was born in the Middle East in 1948. When he was six his father died, and his mother supported them as a seamstress. At 17, Qubein came alone to America to attend a two-year college in North Carolina. With the help of an anonymous scholarship, he went on to High Point University and earned a degree in business. He then earned an MBA at the University of North Carolina. While there, he launched a newsletter directed at leadership lessons for youth. At its height, his newsletter had 68,000 subscribers in 32 countries. Qubein became a national speaker and had 200 annual engagements across the country, which launched a writing career that includes 15 leadership and communication books. He is the chairman of The Great Harvest Bread Company, which has 218 stores in 40 states. In 2005, he became the seventh president of his alma mater, High Point University in North Carolina.

* Deceased
Michael Rachunis was born in 1906 in Glen Lyon, Pennsylvania, to Lithuanian immigrants. At the age of 14, Rachunis left school following his father’s death. He went to work in the local mines, where he earned $2.39 a day. At 21, he resumed his education as a freshman in high school. He continued to work nights in the mines. He went on to earn a degree at night from Susquehanna University, graduating with honors. He studied medicine at Jefferson Medical College, and graduated in 1936. He returned to his hometown to practice general medicine. He later moved to New Jersey and completed graduated courses in ophthalmology and otolaryngology at Polyclinic Hospital, Columbia University, and New York University while maintaining a private practice. He served three consecutive terms as president of the medical staff at Trenton General Hospital. He was also chief of the Department of Otolaryngology at Rancocas Hospital.

Frank Rackley’s first job was that of an office boy at the former Carnegie-Illinois Steel Co., where he earned $13 a week. Soon he was promoted to the job of sales clerk in Milwaukee. While there, he earned $185 a month and sent $100 of it home to help his family. Before he was 30, Rackley was moved to Chicago and made western sales manager in the Stainless Steel Division. He later became sales manager of the failing, debt-ridden Jessop Steel Co. Under his aggressive direction, sales soon went up. In 1950, just 17 years after he started to work as an office boy, Rackley was made president of Jessop. At the age of 33, he was the youngest steel company president in the country.

Franklin Raines was born in Seattle in 1949. As a youth he worked at a local grocery store stocking shelves and sweeping floors. After high school, where he served as student body president, Raines attended Harvard. He went on to Harvard Law School and was also a Rhodes Scholar at Oxford University. In 1978 he became the associate director of the Office of Management and Budget. Before he was 30, he was in charge of one-quarter of the federal budget. He later served as a vice president of Lazard Freres in New York. He became a partner with the firm and then, in 1991, became vice chairman of Fannie Mae. In 1996, Raines became director of the Office of Management and Budget, becoming the first OMB Director in 30 years to balance the federal budget. After two years of government service, he returned to Fannie Mae. He became chairman and CEO in 1999.

The son of Russian immigrants, Bernard Rapoport was born in 1917 in San Antonio, Texas, where his father worked as a blanket peddler. Rapoport’s first job was selling subscriptions to Liberty magazine. He attended San Antonio Junior College, and then transferred to the University of Texas in Austin, where he earned a degree in economics. Throughout college he worked at a jewelry store and in 1942, opened his own store called Art’s Jewelers. He sold the store in 1949 and began selling insurance for Pioneer American Insurance. In 1951 he opened his own insurance agency in Indiana called American Income Life Insurance Company, which quickly grew nationwide. In 1994, after more than four decades guiding and growing his company, Rapoport sold it to Torchmark Corporation, but stayed on for a time as chairman and CEO.

* Deceased
Wallace N. Rasmussen  
Class of 1978  
Chairman & CEO, Beatrice Foods  
Chairman, Retired, Beatrice Foods

The son of a Danish immigrant, Wallace Rasmussen was raised on a dairy farm in Nebraska. By the time he graduated from high school at the age of 16, the Depression and wind storms had devastated the Rasmussen farm, leaving the family penniless. In 1934, he began working for Beatrice Foods, hoisting ice onto railroad cars. He earned successive promotions from chief engineer to plant manager to corporate management. By the 1960s, he was working at company headquarters in Chicago as a vice president. In 1976, he became president and chief executive officer, and a year later, chairman and CEO of Beatrice Foods, which had become the nation's largest food-processing company and a multi-billion dollar business. Rasmussen retired in 1980.

Ronald Reagan*  
Class of 1969  
Governor, State of California  
40th President of the United States

Born in Tampico, Illinois, Ronald Reagan was the son of a shoe salesman who always struggled to support his family. They moved often and never owned a home. Reagan, who was student body president of his high school, worked at odd jobs to save money for college. He earned a degree in sociology and economics at Eureka College. After college, he became a baseball radio announcer in Des Moines. He hitchhiked to Hollywood and got a contract with Warner Brothers. He served with the Army Air Corps during World War II, and then returned to the movies after the war. He was cast as the leading man in 50 films. During that time he served on the board of the Screen Actors Guild for 22 years, and was president of the union from 1947 to 1952. In 1966 he became governor of California. He was reelected in 1970. In 1980, he became the 40th President of the United States. He was reelected in 1984 in a landslide victory.

D. B. Reinhart*  
Class of 1989  
Owner, Chairman, and CEO, Gateway Foods, Inc.

D. B. Reinhart was born in 1920 in Shell Lake, Wisconsin. His parents ran a small hotel and their strong work ethic was transmitted to their son. After graduating from high school, Reinhart went to work for the Hines Mercantile and Grocery. He also attended a teachers college because it was the only one he could afford. During World War II he served with the Army Air Corps as a meteorologist. When the war ended he became a salesman with the Rice Lake Grocery Company. He was promoted to sales manager within a year. Reinhart helped the company build a group of independent retail grocers, Clover Farm Stores. In 1956, Reinhart purchased Gateway Foods with a partner and within a year, Gateway's annual sales volume increased to $10 million.

Frank E. Resnik*  
Class of 1988  
President & CEO, Philip Morris, U.S.A.

Frank Resnik was born in Pleasant Unity, Pennsylvania, in a home where little English was spoken. His father, a Yugoslavian immigrant, worked in the coal mines. When Resnik was 13, he began working after school on nearby farms and in the mills of rural Pennsylvania. After he graduated from high school, he joined the Army. He later used the GI Bill to finance his college education at St. Vincent's College in Latrobe, which awarded him a football scholarship. He graduated in 1952 with a degree in chemistry, and began his career as a chemist with Philip Morris, U.S.A., in Richmond, Virginia. In 1980, he was named executive vice president of the Tobacco Technology Group, which developed manufacturing facilities around the world. In 1984, he was named president and CEO of Philip Morris.

* Deceased
James Reston was born in Scotland. He immigrated with his parents to the United States in 1920. In 1934 Reston joined the Associated Press. He moved to the London bureau of the New York Times in 1939, but returned to New York in 1940. He established a U.S. Office of War Information in London during World War II. At the end of the war he rejoined the Times and became a national correspondent. In 1948 he was appointed diplomatic correspondent, followed by bureau chief and columnist in 1953. He served as associate editor, executive editor, and then vice president. He retired in 1989. He twice won the Pulitzer Prize, in 1945 and 1957. In 1991, he published his memoir, Deadline.

Charles Revson was born in Montreal, Quebec, but raised in Manchester, New Hampshire, where his father worked as a cigar roller. After graduating from high school, Revson moved to Boston and went to work for a cosmetics company. When he failed to get a promotion he thought he deserved, he went into business for himself, partnering with his brother, Martin Revson, and chemist Charles Lachman. In 1932, the company specialized in nail polish. Later, the product line was expanded to include make-up and perfume. Revson served as president of the company from 1932 to 1962, and then as chairman until his death in 1975. Today, Revlon, a world leader in cosmetics, skin care, and fragrance, is sold in 175 countries.

Robert Rice grew up on a farm near Farmington, Utah. After graduating from high school, he was inspired by a picture of Atlas holding up the world. He began lifting weights, working out, and building his muscles and self-confidence. After winning several body-building contests, he rented a second-floor gymnasium above a grocery store in Salt Lake City. Rice built his business gradually, and by the 1970s European Health Spas had grown to more than 150 locations with more than 500,000 members. Today, Rice is universally regarded as one of the leading pioneers of the physical fitness industry. He was appointed to President Nixon’s Council of Physical Fitness in 1972, where he served for four years. In 1974, Rice sold European Health Spas, Inc., but returned to the business and now serves as chairman of Spa Fitness Centers, Inc.

Born in 1915, Gilbert Richards spent his early years on his grandfather’s Iowa farm. As a boy, he milked cows, pumped gas, and worked on drilling crews. At 16, an uncle funded his tuition to Columbia Academy in Dubuque. At 19, Richards hitchhiked to California, where he went to work as a roughneck. He eventually became a salesman, spending 11 years with the Kaiser organization. He later joined the Budd Company, which built the famous Amtrak Metroliner. Richards turned the company around in the 1970s, and then became its chairman. He resigned in 1980 to become full-time consultant to Budd.

* Deceased
Harold Richards*  
Class of 1970  
Chairman of the Board, Fidelity Corporation

Edward V. Rickenbacker*  
Class of 1956  
Chairman of the Board and President  
Eastern Airlines

Vincent Riggio*  
Class of 1949  
Chairman of the Board, American Tobacco Company

Meshulam Riklis  
Class of 1969  
Chairman of the Board, McCrory Corporation

Harold Richards was born to American parents in 1925 on a banana plantation in Nicaragua. He moved to New Orleans, but dropped out of high school to work on the New Orleans waterfront as a longshoreman before joining the Army Air Corps. During World War II, he flew 16 combat missions over Japan as a B-29 navigator. After the war, he passed high school completion tests and enrolled in Loyola of the South in New Orleans. He completed all of his accounting courses and then moved to Richmond, Virginia. He became an accountant and, in 1953, at age 28, he became the first employee of the new Fidelity Bankers Life Insurance Company of Richmond, Virginia. In the ensuing 15 years, Fidelity became one of the largest insurance holding companies in the United States.

Eddie Rickenbacker was born in 1891 in Columbus, Ohio, the son of Swiss immigrants. His father died when Rickenbacker was 13, forcing him to leave school. He studied mechanical engineering and drafting at the International Correspondence Schools. In his teens, he worked as an automobile mechanic and then became an auto racing driver. When World War I broke out, he was at the height of his racing career. He enlisted as a sergeant in the U.S. Army and served with the 94th Aero Squadron. By the end of the war, he was credited with downing 26 enemy planes, which earned him the title “Ace of Aces.” After the war, Rickenbacker started an automobile company. The Rickenbacker came equipped with the first four-wheel brake system. In 1927, he bought the Indianapolis Motor Speedway. In the late 1920s, he helped form Eastern Air Lines, which for a time was the most profitable airline in the country.

The son of Russian Jews, Meshulam Riklis was educated in Israel. During World War II, he was the chauffeur for a Jewish chaplain with the British Eighth Army. His service financed the cost of immigrating to America in 1947. He enrolled at Ohio State University, majoring in mathematics. He worked full time as a teacher of Hebrew and Jewish history to pay his college costs. Upon graduation, he became an analyst for a brokerage firm, and then, at age 29, put together a syndicate of investors to buy his first company, a small typesetting firm. He became the talk of Wall Street when he used borrowed money to buy undervalued companies, then used those assets to provide the leverage for larger takeovers. By 1969, Riklis was chairman of three corporations. In the early 1980s, he became chairman and chief executive officer of the Riklis Family Corporation. Today, Riklis is chairman of McCrory, a privately-held retail chain.

* Deceased
Harry Rinker was born in 1921 in Toronto, Canada, but moved with his parents to Washington when he was two. At 15, he worked full time at a fruit and vegetable cannery, putting in 60 to 70 hours a week for 45 cents an hour. After graduation from high school, he went to work in the shipyards. During World War II, he served with the Army Air Corps. After the war he became a real estate agent. In 1947, he formed a partnership with a real estate developer. They built tract homes in Tacoma, and then moved their operation to Anaheim and Garden Grove in California, where they built several thousand homes until 1960. At that time, Rinker ended his partnership and on his own started building service stations and then shopping centers throughout the western United States. Today, Rinker Company invests in residential properties in California and Idaho.

David Ritchie is the youngest in his family of six children. He was born in 1936 in Kelowna, British Columbia, where his father owned a used furniture store. Ritchie helped in his father's store, which became an auctioning business by the time Ritchie was a teenager. In 1958, three years after he graduated from high school, Ritchie and his two brothers took over the business from their father and renamed it Ritchie Bros. Auctioneers. They kept expanding their business and, whenever possible, began selling heavy equipment. In the 1960s and 70s, Ritchie Bros. Auctioneers expanded throughout North America. In the 1980s, they focused on expansion in Europe, followed by Mexico, the Middle East, and Southeast Asia in the 1990s. In recent years, the company has been conducting auctions and opening offices in South America, Africa, India, and China. Today, Ritchie Bros. Auctioneers is the largest industrial auction company in the world.

John Roach was born in 1938 in Stamford, Texas, but moved to Fort Worth at the age of four. After World War II, his father operated a small neighborhood grocery store. As a youngster Roach worked in the store after school. During his college years at Texas Christian University, he held jobs unloading box cars and working as a field engineer. He earned a degree in physics and math, and returned two years later to earn a master's in business administration. In 1967, he joined Tandy Corporation as a data processing manager. During the mid-1970s, as vice president for manufacturing, Roach led Tandy in its emergence as a pioneer in the microcomputer industry. By 1981, he was one of the youngest CEOs in the country. He served as Tandy's chairman and CEO from 1983 until he retired in 1999. Today, Radio Shack Corporation, formerly Tandy Corporation, is one of the largest consumer electronics retailers in the country.

Joseph Robbie was born in Sisseton, South Dakota, in 1916. His father was a Lebanese immigrant who managed the town's cafe and pool hall. His mother worked at the cafe as a waitress and pastry cook. During the Depression, the family lost the cafe and his father became a night watchman. To help his family, Robbie took a year off from high school to serve in the Civilian Conservation Corps. In 1935, he graduated with honors from high school and then attended Northern State Teacher's College in Aberdeen. He worked in several different jobs to support himself, and then attended the University of South Dakota's Law School. He served in the Navy during World War II. Robbie became a successful trial lawyer in Mitchell, South Dakota. In the early 1950s, after an unsuccessful bid for the governor of South Dakota, Robbie became head of the Office of Price Stabilization for four states. In 1965 he purchased the Miami Dolphins.

* Deceased
Joe Robert, born in 1952 in Tacoma Park, Maryland, is the oldest of five children. In high school, he worked as a dishwasher and busboy. He attended Mount St. Mary’s College in Maryland, but left early to work as a marketing representative for a real estate company. In 1972, he joined Wolman Construction Company, but when the company soon went bankrupt, he formed a company with his father that would focus on marketing distressed condominiums for commercial banks. In 1981, they dissolved his partnership with his father and Robert took all his savings to form J. E. Robert Companies (JER), which he started from his kitchen table. Today, with seven offices worldwide, JER is considered one of the premier private equity real estate funds in the world, managing more than $10 billion in mortgages and real estate assets.

William Roberts began his working career on a farm in Missouri while attending high school. Following a short period at a business college, he entered the farm machinery business in 1924. He joined Allis-Chalmers as a salesman and 27 years later, after moving up through the ranks, became its president.

Margaret Durham Robey took care of her ailing mother while getting an education. She earned an undergraduate degree from Duke University and a master’s from the University of Virginia. During World War II, she represented Junior College Women of America on the President’s Committee on Education and Defense. Having made sacrifices and moves in search of health for her mother, she and her father took the opportunity to buy a small boarding school in Virginia with borrowed money. For years it was a struggle to build up the school, but Southern Seminary became a fully accredited two-year college for women. Robey served as the school’s president for 25 years. In 1958, Robey gave Southern Seminary to a non-profit board of control and worked for the school without remuneration.

Al Robin grew up in Chicago, where his father built small apartment buildings. Robin was 19 when the Depression caused his father to go bankrupt. Robin sold shoes for a time and then went to work for a real estate firm. In 1935, he started his own construction company, which remodeled large chain stores throughout Chicago and the Midwest. After World War II, Robin decided to develop and build his own buildings. Since then, he’s been involved in every phase of real estate development, building single-family homes, apartment complexes, nursing homes, and shopping centers. He co-developed Sandburg Village, with over 3000 units, and built the Imperial Towers building on Lake Shore Drive in Chicago, a complex of 900 apartments which, at the time, was the largest apartment project in the Midwest.

* Deceased
Eddie Robinson  
Class of 1988  
Football Coach/Athletic Director  
Grambling State University  
*Deceased*

Born and raised in Pittsburgh, David Roderick started working at an early age, delivering newspapers, selling the *Saturday Evening Post*, and caddying at a local country club. After high school, he became a messenger for Gulf Oil Corporation. From there, he served as a platoon sergeant for the Marines during World War II. He returned to Gulf Oil at the end of the war, and attended night school on the G.I. Bill. He earned a degree in economics and finance from the University of Pittsburgh. In 1953, he became a financial analyst for the Union Railroad Company, a subsidiary of U.S. Steel Corporation. In 1975, he was named president of U.S. Steel, and became chairman in 1979. U.S. Steel is now known as USX Corporation and Roderick is credited with guiding the company through the most turbulent years of its existence, transforming it from total dependence on the shrinking steel market to a diversified energy company.

Juan “Chi Chi” Rodriguez  
Class of 1986  
Professional Golfer

Chi Chi Rodriguez, one of six children in his family, grew up in Rio Piedras, near San Juan in Puerto Rico. To help with the family finances, Rodriguez began working when he was seven, carrying water to the field workers on a sugar plantation. Later, he became a golf caddy. He served in the Army after high school and made a name for himself in military golf tournaments. He began working as an assistant golf pro at Puerto Rico’s Dorado Beach Resort in 1957, where he received his first formal golf lessons. At the age of 25, he set out on the golf circuit. Three years after he started, he won the Denver Open. In 1985, he joined the Champions Tour and later became the first player in that circuit to win the same event three consecutive years. In 1989, he received the Bob Jones Award, the highest honor bestowed by the USGA. In 1992, he was inducted in the World Golf Hall of Fame.

Kenny Rogers  
Class of 1990  
Singer/Entertainer, Kenny Rogers Productions

Kenny Rogers, born in 1938 in Houston, Texas, is the fourth of eight children. The first member of his family to finish high school, he attended the University of Houston. In 1967, he joined the New Christy Minstrels, which appeared on the Smothers Brothers Comedy Hour and the Ed Sullivan Show, and recorded many hit records, including “Ruby, Don’t Take Your Love to Town.” In 1975, he began his solo career. Today, his numerous accolades include 4 Grammys, 11 People’s Choice Awards, 18 American Music Awards, 8 Academy of Country Music Awards, and 5 Country Music Association Awards. He has twice been named “Favorite Singer of All Time” in national polls. Last year, Rogers received the Recording Industry Association’s Diamond Award for his “Greatest Hits” album. Rogers has also enjoyed an acting career and is known best for his portrayal of Brady Hawkes in “The Gambler.”
Ralph Rogers was born in 1909 in Boston, Massachusetts. As a youth, he operated a paper route and sold papers on street cars. He graduated from the Boston Latin School, where he excelled as a debater. He became an office boy for City Central Corporation and attended Northeastern University Law School at night. Rogers contracted rheumatic fever during World War II and was instrumental in heading a research project that found a treatment that could prevent the disease. After World War II, he created Kenilworth Corporation, which evolved into Texas Industries, Inc., a Fortune 500 company. Rogers is credited with saving the Public Broadcasting System in 1972 and was co-founder of the Children’s Television Workshop.

John W. Rollins was born in Keith, Georgia, in 1916. John Rollins assumed much of the duties on their 80-acre farm at the age of 12, when his father suffered a stroke. After high school, he continued his education through correspondence courses and night school. He borrowed $10,000 to open a car dealership in Lewes, Delaware, which later gave him the idea to lease trucks. In 1947, Rollins and his older brother, O. Wayne Rollins, founded Rollins Broadcasting, which expanded into television in 1956. By 1984, the interests of Rollins, Inc. had become so diverse two new companies were spun off: Rollins Communications and RPC Energy Services, Inc., which were traded on the New York Stock Exchange. Rollins Truck Leasing Corp. was sold to Penske Truck Leasing in 2001 for more than $700 million. In 1952 Rollins served as Lieutenant Governor of Delaware.

O. Wayne Rollins was born in 1912 on a farm in northwest Georgia. He worked 72 hours a week in a cotton mill during the Depression. He formed a partnership with his younger brother John, also a member of the Horatio Alger Association, in 1948 to buy a radio station in Radford, Virginia. Their business grew into Rollins Broadcasting, which became one of the first to create programming for specific markets. Rollins took the company public in 1961. In 1964 he purchased Orkin Exterminating Company, which was worth nearly seven times Rollins Broadcasting’s revenues. The transaction stands as the first recorded leveraged buyout in U.S. history. Today, Orkin is one of the largest exterminating companies in the world. The Rollins company continued to grow and diversify until 1984 when it became two new NYSE companies: Rollins Communications and RPC Energy Services, Inc. Emory University’s science research center is named after O. Wayne Rollins.

Samuel Rosen was born into a poor Jewish family in Syracuse, New York. His father, a peddler of crockery, barely earned enough money to feed his family. By age eight, Rosen had decided to become a doctor so that he could find a cure for his mother’s asthma. While his brothers and sisters didn’t consider a college education for themselves, the entire family supported Rosen financially so that he could attend Syracuse University. He obtained his MD in 1921. After finishing his two-year internship at Mount Sinai Hospital in New York City, he continued to work there and began to specialize in ear, nose, and throat ailments. In 1952, he developed a procedure that could restore hearing in some patients. He was recognized both nationally and internationally for his achievements in the field of medicine.
Anna Rosenberg was born in 1902 in Budapest, Hungary. She immigrated with her family to the United States and settled in the Bronx in 1912. In the early 1920s she became involved with politics. She served as an advisor to Governor Franklin Roosevelt and, when he was elected President, he continued to seek her counsel. She served in a variety of federal government labor-related positions. In 1945, she was awarded the Medal of Freedom and the U.S. Medal for Merit in 1947. She went on to serve as Assistant Secretary of Defense from 1950 to 1953. Rosenberg is credited with being instrumental in promoting racial integration of the services. Her overall government service shattered the glass ceiling that separated women from the senior military establishment.

Richard Rosenberg was born in Fall River, Massachusetts, in 1934. As a teenager he worked at resorts in the Adirondack Mountains. He worked in public relations to pay his way through Suffolk University, graduating in 1952 with a degree in journalism. He joined the Navy in 1952, and served in the Korean conflict. He used the GI Bill to earn a master's in business administration and a law degree from Golden Gate University. He became the youngest vice president at Wells Fargo Bank, where he stayed for 22 years. He left to serve as the president and COO of Seattle-First National Bank and Seafirst Corporation. In 1987, he joined Bank of America, serving as its chairman and CEO from 1990 to 1996. During his tenure, Bank of America strengthened its retail franchise and acquired the Security Pacific Corporation and the Continental Bank Corporation. Bank of America is now the second largest bank in the United States.

James Rouse was born in Easton, Maryland. He grew up the youngest in a family of six children and lost both of his parents when he was 16. After his parents' death, he hitchhiked across the country and booked steerage on a ship to Honolulu to live near his sister. After a year there, he returned to the East Coast and obtained a scholarship from the University of Virginia. However, with the Depression at its height, he decided to go to Baltimore, start law school at night, and work during the day. He found a job parking cars in a garage. After jobs with the Federal Housing Administration and the Title Guaranteed Company, Rouse began a mortgage banking business, which became The Rouse Company, a real estate development firm. The company built Columbia, Maryland, revitalized Faneuil Hall Marketplace in Boston, and Harborplace along Baltimore's inner harbor.

Darrell Royal was born in 1924 in Hollis, Oklahoma. His mother died from cancer when he was still an infant. As a youth, Royal had a paper route and picked cotton in the fall. He served in the Army Air Force during World War II, playing football during his last year in the service. He was recruited to play for the University of Oklahoma, where he earned a degree in business. After serving as assistant coach at several schools, he became head coach at Mississippi State and then at the University of Washington. He joined the University of Texas as head coach in 1956. In 23 years as a head coach, he never had a losing season. Royal is credited with “flip-flop,” which allowed the offense to flip right or left. In 1968, he installed the famed wishbone formation, which won his teams 30 straight games. He was inducted into the National Football Hall of Fame in 1983.

* Deceased
David M. Rubenstein  
Class of 2007  
Co-Founder and Manager Director  
The Carlyle Group

Born in the Pikesville section of Baltimore, Maryland, in 1949, David Rubenstein excelled academically and graduated from high school at 16. He attended Duke University on a merit scholarship and graduated magna cum laude in 1970 with a degree in political science. He then attended the University of Chicago Law School on a full scholarship. He joined the New York law firm of Paul, Weiss, Rifkind, Wharton & Garrison. At 25, he served as the Chief Counsel of the U.S. Senate Judiciary Committee’s Subcommittee on Constitutional Amendments. President Carter appointed him, at age 27, as Deputy Assistant for Domestic Policy. He later joined a Washington, D.C., law firm, where he practiced for seven years. In 1987, he joined three partners to form The Carlyle Group, an equity investment firm. Since then, The Carlyle Group has grown into one of the world’s largest private equity firms with 26 offices worldwide.

At the age of 12, Arthur Rubloff left grade school to make his way in the world. He shined shoes, sold papers, was a pin boy in a bowling alley for 50 cents a day, and worked as a galley boy on a Great Lakes freighter for 18 months. After moving to Chicago and working at a few odd jobs, he entered the real estate business. In 1930, he used his meager savings to organize his own company. Rubloff and Company became one of the largest real estate firms in the nation. He became known as “the man who changed Chicago” with his master plan for the North Loop, the redevelopment of Old Town, and the Carl Sandburg Village. He also developed Hyde Park’s University Gardens. By the 1980s, the company had major projects in a dozen U.S. cities.

Howard Rusk put himself through medical school by washing dishes in the laboratory and serving as night orderly in the county hospital. After graduation from medical school, Rusk interned at St. Luke’s Hospital in St. Louis, Missouri, where his salary was $25 a month. From there, he practiced internal medicine while teaching half days at Washington University. During World War II, he volunteered for service in the Army Air Corps, where he conceived and organized the Army Air Force Convalescent Training Center. He also established the Rehabilitation Services in the Air Force for the wounded returning from combat. For his valuable service, Rusk was awarded the Distinguished Service Medal as well as the French Legion of Honor. After his military service, Rusk headed the Institute of Rehabilitation Medicine at New York University Medical Center.

Born in 1899 in Toledo, Ohio, Frank Russell went to work at the age of nine, following his father’s death. He sold newspapers, clerked in a store, and hawked vegetables from a peddler’s cart. In the summer he worked as a bus boy in a resort hotel. By age 16, he was the youngest manager of the Commodore Hotel in Ohio, which he bought before he discovered its bankrupt status. He then went to work as a traveling salesman. In 1925, he organized the National Felt Insulation Company. Following the stock market crash in 1929, he sold partial interest in the company and joined Standard Lime and Stone Company. In 1937, he established F. C. Russell Company in Cleveland. It became the world’s largest manufacturer of metal combination screen and storm windows. An ardent yachtsman, he founded the Great Oak Lodge, a private yacht and country club on the Chesapeake Bay.

* Deceased
Herman J. Russell
Class of 1991
Chief Executive Officer, H. J. Russell & Company
Chairman, H. J Russell & Company

Born in 1930 in Atlanta, Herman Russell was the youngest of eight children. His father was a plasterer and young Russell learned the business from him at the age of 12. After high school graduation, Russell attended Tuskegee University in Alabama, which he financed through the rent he received for a duplex he built in his late teens. Four years after his college graduation, Russell’s father died and he took over the plastering business. He focused on the construction of duplexes and quickly began building large apartment complexes. Later, he became a joint venture partner in many projects, including several Metro Atlanta Rapid Transit Authority train stations. Today his company, which is the largest minority-owned real estate development company in the nation, has expanded to include food and communications in 11 subsidiaries.

Patrick G. Ryan
Class of 1987
President and CEO
Combined International Corporation
President, Chairman and CEO, Aon Corporation

Born in Milwaukee, Wisconsin, Patrick Ryan was one of seven children in his family. In high school he worked at his father’s car dealership and on road construction gangs. He excelled at football and won an athletic scholarship to Northwestern University. With a degree in finance and literature, Ryan became a life insurance agent with Penn Mutual in Chicago. Soon, he developed an idea, which he sold to the Continental Assurance Company of Chicago, to offer insurance to the customers of car dealerships. In 1964, at the age of 26, he formed his own firm, Pat Ryan & Associates. In 1976, his company, which went public in 1971, acquired Globe Life and four insurance brokerage businesses. In 1981, he further expanded with the purchase of the James S. Kemper insurance agencies. In 1982, Ryan merged with Combined International and Combined Insurance Company of America. The company, which was renamed Aon in 1987, is the world’s largest insurance brokerage firm.

T. Claude Ryan
Class of 1958
President, Ryan Aeronautical Co.

T. Claude Ryan was born in 1898 in Parson, Kansas. As a boy he mowed lawns and delivered The Saturday Evening Post. After moving with his family to California, Ryan sold his Model T Ford for $400 to purchase a war-surplus Jenny airplane in 1922. Operating from a small airstrip along the San Diego waterfront, he flew his Jenny on sight-seeing trips, gave private instruction, and occasionally went on barnstorming tours. From his earnings he saved enough to buy six used Standard bi-planes and rebuilt them into enclosed-cabin transports. He started the first regularly scheduled year-round airline in the United States, with flights between San Diego and Los Angeles. Charles Lindbergh commissioned him to design The Spirit of St. Louis for the first non-stop Atlantic flight. The success of that venture launched Ryan Airlines into fame. The Ryan M-1 became the first quantity production monoplane in the country.

James A. Ryder
Class of 1960
President, Ryder Systems, Inc.

Born in 1913 in Columbus, Ohio, James Ryder moved to Miami at the age of six. As a teenager he worked in construction. Later, he began hauling concrete, which led to buying a $35 Model A Ford truck and starting a trucking business. From that early venture, he built his business into the world’s largest truck leasing and transportation company. By 1973, sales neared $500 million. Today Ryder Systems is worth $6 billion. In 1978, Ryder retired from his company and a short time later organized a new company, Jartran, Inc., an acronym for James A. Ryder Transportation, which became the fastest-growing rent-a-truck firm in the history of the business.

* Deceased
William G. Salatich
Class of 1975
President, Gillette North America
President, William G. Salatich Consulting, Inc.

Raymond E. Salvati*
Class of 1958
President, Island Creek Coal Company

Robert G. Sampson
Class of 1980
Vice President, Office of the Chairman, United Airlines
Vice President/Special Assistant, Retired Office of the Chairman, United Airlines

Deen Day Sanders
Class of 1993
Chairman of the Board, Cecil B. Day Investment Company

Born in Chicago, William Salatich was the son of Eastern European immigrants who struggled to survive the Depression. When Salatich was five, his father died. To help his mother, Salatich delivered newspapers. In high school, he worked in a drug store. He graduated at 16, worked in a factory, and then joined the Army. With help from the Veterans’ Administration, he got an interview and was hired for a sales position with Gillette Safety Razor Company. He took marketing classes at night at Northwestern University, which helped as he worked his way up to vice president of sales. Later, he became president of the Safety Razor division, then president of the Toni division, and eventually became president of Gillette North America. He also served as vice chairman of the Gillette Company Board of Directors. Salatich retired from Gillette in 1979 and now runs his own consulting company.

At the age of seven and wearing a brace because of a polio attack, Raymond Salvati sold newspapers on the streets of his hometown of Monongah, West Virginia. When he was 10 he was able to discard the brace and went to work as a shoe shine boy in a barber shop. By the time he was 13, he was a full-fledged barber and worked from dawn until midnight Saturdays to support himself. He didn’t make enough money as a one-day-a-week barber to work his way through college, so he sold pots and pans door to door in the summer. He graduated from college as an honor student, and then put himself through Loyola University and DePaul Law School, working as a hotel night clerk and switchboard operator for 40 cents an hour. After practicing with the city of Chicago for eight years, he joined United Airlines’ law department. He moved up to become vice president of facilities and properties for United’s Central Division and, in 1975, was named to the additional post of special assistant to the chairman.

Born with muscular dystrophy in 1925, Robert Sampson was raised in Chicago shortly before the Depression. In the financial chaos of the times, his parents lost their home and it took them four years to save enough to buy a wheelchair for their son. Because of his health problems, Sampson started school several years late, but he worked hard, graduated at the top of his class, and earned a scholarship to college. When the school learned of his disability, however, the scholarship was revoked. Sampson put himself through Loyola University and DePaul Law School, working as a hotel night clerk and switchboard operator for 40 cents an hour. After practicing with the city of Chicago for eight years, he joined United Airlines’ law department. He moved up to become vice president of facilities and properties for United’s Central Division and, in 1975, was named to the additional post of special assistant to the chairman.

Deen Day Sanders was born in Adrian, Georgia, in 1933, but moved with her family to Uniontown, Pennsylvania, when she was eight. She attended Mercer University in Macon, Georgia for two years before marrying Cecil Day. She supplemented her husband’s income by selling greeting cards and gift wrap door to door. She completed her degree at Georgia State University, and then worked as her husband’s secretary while he was building his business, which eventually included the founding of Days Inns of America. After her husband’s death in 1978, Sanders took over as chairman of his investment company as well as the Cecil B. Day Foundation. Sanders founded the Cecil B. Day Laboratory for Neuromuscular Research at Massachusetts General Hospital to research treatments for muscular dystrophy, which has afflicted two of her sons.

* Deceased
Born in 1890 on a farm in Indiana, Harland Sanders was six when his father died. He assumed the responsibilities of cooking and caring for his siblings while his mother worked. As a teenager, Sanders worked at many jobs, including firefighter, steamboat driver, and insurance salesman. He also served in the Army. At 40, he cooked chicken dishes for people who stopped at his service station in Corbin, Kentucky. In 1936, Kentucky's governor gave Sanders the honorary title of "Kentucky Colonel." Eventually, Sanders opened a 142-seat restaurant. He perfected his method of cooking chicken and developed a recipe that is still used today. With the development of the interstate highway system, Sanders, at age 65, took to the road, traveling city to city franchising his fried chicken recipe across the country. Today, there are 6,000 Kentucky Fried Chicken (KFC) franchises in all 50 states and 80 countries.

The son of a shoe salesman, Jack Sandner was born in an ethnic neighborhood close to downtown Chicago. By the time Sandner was 10, his father was completely lost to alcohol and unable to hold a job. As a teenager, Sandner helped his mother by working as a checkroom boy. He earned a scholarship to Southern Illinois University at Carbondale, where he worked for his meals in the fraternity houses. After earning a degree in psychology, he earned a law degree from Notre Dame. He practiced law for a time, and then became a trader at the Chicago Mercantile Exchange (CME). In 1980, he was elected chairman of the Mercantile. Sandner was the longest serving exchange chairman in the history of the futures industry, having served 13 years. Under his leadership the CME became an industry pacesetter for the 1980s and 1990s. Sandner is credited with developing Eurodollar futures, the most actively traded derivatives product in the world.

David Sarnoff was born in 1891 near Minsk, Russia. He came to the United States in 1900, settling with his family in New York City. Six years later his father was incapacitated by tuberculosis and Sarnoff became an office boy with the Marconi Wireless Telegraph Company of America. He rose to commercial manager. In 1911, he installed wireless equipment on a ship hunting seals off Newfoundland and used the technology to relay the first remote medical diagnosis from the ship's doctor to a radio operator at Belle Isle. He later demonstrated the first use of radio on a railroad line. Marconi was purchased in 1919 by the Radio Corporation of America (RCA), which put Sarnoff in charge of radio broadcasting. In 1929, he directed the company to buy the Victor Talking Machine Company, the largest manufacturer of records and phonographs. He became president of RCA in 1930. Sarnoff went on to help RCA produce the first fully functional all-electronic color television system in 1951.

George Sax graduated from Brown's Business College in Peoria, Illinois, in 1923. He financed his education through a series of odd jobs. Upon graduation, he worked for an investment company. In the early 1940s, he joined the Exchange National Bank of Chicago, and shortly thereafter was elected to its board of directors. Two years later, the bank moved from its original location to Chicago's "Wall Street" on LaSalle and Adams. In 1953, Sax became chairman of the board. The 20 years that Sax devoted to the Exchange National Bank saw the inception of new banking practices and services that have since been adopted by many banks throughout the country, including drive-in banking. In addition, after World War II, Sax was involved in another business venture. He owned Miami Beach's first luxury hotel, the Saxony Hotel.

* Deceased
Harold Schafer was born on a farm in Stanton, North Dakota, in 1912. When he was seven, the family home burned during a winter blizzard. He first went to work at the age of eight working in a butcher shop. He attempted college for a time, but left to work full time. He became a traveling salesman for a number of years. In 1942, he began packaging and selling a product he called Gold Seal Floor Wax. He typed labels and taped them onto old cans in his basement. In 1945 he introduced Glass Wax, which increased his sales dramatically. In 1948, Glass Wax went national in distribution. In the 1950s his success was repeated with the introduction of Snowy Bleach, and then again in the 1960s with Mr. Bubble. Each of these became the #1 selling product in the world in their respective categories. The Gold Seal Company was sold in 1986.

Harold Scheie was born in Brookings County, South Dakota, in 1909. He attended the University of Minnesota, where he earned a B.S. degree in 1921 and an M.D. in 1936. In 1940, he received a Doctor of Science degree from the University of Pennsylvania, where he became an instructor and then associate professor of ophthalmology in the medical school. He served with the Army during World War II and saved Lord Mountbatten after a jeep accident. He retired from the Army in 1964 with the rank of Brigadier General. For most of his professional life he remained connected with the University of Pennsylvania, serving as department chair from 1960 until 1977. In 1972, he founded the Scheie Eye Institute. He developed a technique for cataract removal, which became widely used and ultimately named for him.

Stephen Schott was born in Santa Clara, California, in 1939. As a teenager he harvested and sold prunes from the trees on his father’s property and picked pears and walnuts in neighboring orchards throughout the summer. At the age of 16 he began working on road survey crews. He earned a partial baseball scholarship to the University of Santa Clara, graduating in 1961 with a degree in business and management. He joined the Army and then worked as a junior and senior executive for several homebuilding companies. From 1967 to 1974, Schott worked his way up to vice president for two separate public land development/homebuilding companies. In 1975, he and a partner formed Citation Homes. In 1986, Schott became the sole owner of Citation Homes, which today builds housing, restaurants, churches, and office buildings. Since 1995, Schott has been the managing partner of the Oakland Athletics baseball team.

Born in 1926 in Alton, Iowa, Robert Schuller worked on the family farm throughout the depression. Later, he worked as a janitor while attending Hope College in Holland, Michigan. He went on to Western Theological Seminary. Following his ordination, he became the pastor of the Ivanhoe Reformed Church in Chicago. Five years later, the church had grown from 38 to 400 members. In 1955, he went to Garden Grove, California, to begin a new church. With a budget of $500, he rented a drive-in movie theater for the first service. Eventually, he built what many believe to be one of the world’s most beautiful and inspiring churches, the Crystal Cathedral, which seats 2,736. In 1970, Schuller made his first televised broadcast of his Sunday sermon, “The Hour of Power,” now one of the longest running programs in television history. The show is broadcast in 200 countries with a viewing audience of 30 million.

Harold L. Schafer*  
Class of 1953  
President, Gold Seal Company

Harold G. Scheie*  
Class of 1974  
Founder, Scheie Eye Institute

Stephen C. Schott  
Class of 2001  
Owner, CEO and President Citation and Award Homes, Inc.  
Owner & CEO, Citation Builders/Award Homes, Inc.  
Manager Partner, Oakland Athletics Baseball Co.

Robert H. Schuller  
Class of 1989  
Founder and Senior Pastor, The Crystal Cathedral  
Founder & Senior Pastor, Crystal Cathedral Ministries

* Deceased
Howard Schultz was born in 1952 in Brooklyn, New York, where he grew up in the Canarsie housing projects. He attended North Michigan University on a football scholarship. He earned a degree in communications, becoming the first member of his family to graduate from college. He worked for the next three years for Xerox Corporation, and then joined the Sweden-based firm of Hammarplast, a housewares manufacturer. In 1982, Schultz became the marketing director of a Hammarplast client, Starbucks Coffee Company in Seattle. When the owners of Starbucks resisted the idea of turning their stores, which only sold coffee beans, into a coffee bar, Schultz left to launch Il Giornale. In 1987, he bought the Starbucks Coffee Company for $4 million and formed the Starbucks Corporation. He later entered into agreements to provide Starbucks coffee at Sheraton Hotels, as well as Nordstrom and Barnes and Noble stores. Today, Starbucks is a $6.6 billion global company with 13,000 stores in 39 countries.

Born in Czechoslovakia, Robert Schwartz moved with his parents to the United States when he was a baby and settled into an ethnic community in Philadelphia. By the age of eight, Schwartz was delivering newspapers and selling hot pretzels on the street. Following high school, Schwartz entered Penn State, where he majored in commerce and finance. He graduated in 1949 and joined Metropolitan Life (MetLife) as an internal auditor. In 1950, he joined the Army and served in the Korean War in the Finance Corps. He rejoined Metropolitan Life in 1952. He also enrolled in New York University and earned an MBA. He became an officer with MetLife in 1962, and then became a senior vice president in 1975. Later, he was responsible for the company's entire investment portfolio. In 1983, he was elected chairman and later was named president and CEO. After more than 40 years with MetLife, Schwartz retired in 1993.

Born in Philadelphia in 1920, Peter Scotese never knew his father, who died that same year. When he was eight, Scotese entered Girard College, a school for orphaned boys. When he graduated from high school, he worked in real estate and insurance while studying accounting and business administration at the Wharton School of the University of Pennsylvania. Following service in World War II, during which he won the Bronze Star and two Purple Hearts, Scotese began a career in textiles. In 1969, he joined Springs, one of the nation's larger manufacturers of finished/industrial fabrics and home furnishings. He was the first non-family president in the history of the company, which was organized in 1887. During his 12-year tenure as president and CEO, Springs' sales tripled. In 1983, Scotese was named “Textile Man of the Year” by the New York Board of Trade.

Charles Scott was born and raised in Texas. His father lost his job during the Depression and the family had no radio, telephone, or car. Scott worked odd jobs throughout his childhood to help with family finances. After he graduated from high school, Scott attended the University of Texas on a scholarship. He graduated in 1949 with a degree in journalism. He began a career in advertising, but soon switched to finance. In 1957, he and a friend formed a securities firm in Dallas. Then, in 1962, he was named president and CEO of Roberts, Scott & Co., Inc., in San Diego. Under his leadership, the firm grew in rank from 432 to 62 among New York Stock Exchange member firms. In 1970, he served as president of Intermark, Inc., a holding company that grew into a diversified, profitable enterprise under his guidance. Next, he served as president and CEO of The Actava Group Inc. Currently, he is chief executive officer of The Executive Committee of Florida.

* Deceased
Ray W. Scott, Jr. was born in Montgomery, Alabama, in 1933 at the height of the Depression. At the age of eight, he began earning $1 a day delivering groceries on his bicycle. In the summer he cut grass and helped his father and uncles sell concessions at the Montgomery baseball stadium. An avid fisherman, he formed his first fishing club, the Bluegill Fishing Society, when he was 16. He won a football scholarship to Howard College (now Samford University) in Birmingham. In 1954, he was drafted into the Army. He used the GI Bill to finish his education in business administration at Auburn University. He sold insurance for 10 years, but in 1967 conceived of a national bass fishing tournament trail. His idea turned into an organization called the Bass Anglers Sportsman Society (B.A.S.S.), which created a multi-billion dollar industry. Today B.A.S.S. has more than 600,000 members and is the largest fishing organization in the world.

Walter Scott, Jr., was born in 1931, in Omaha, Nebraska, where his father worked for a construction company called Kiewit. In his youth, Scott worked summers on farms and ranches doing a number of odd jobs. He earned a degree in engineering from Colorado A&M, and worked for Kiewit on summer vacations. He worked for Kiewit full time after college. The nation was in the midst of a major construction boom in the 1950s and 1960s, and Scott had to move his family 17 times in 12 years. He worked his way up from foreman to job superintendent to district manager. When Scott became CEO of Kiewit in 1979, it was principally a construction business with some mining interests. Under his leadership, those businesses prospered and Kiewit is currently considered one of the leading heavy construction organizations in the nation. Today, he serves as chairman of Level 3 Communications, an international communications and information services company.

James Self was born on a farm in South Carolina. He worked as a laborer and later as a clerk in a rural store to earn money to attend school. He attended Clemson College for one year and later attended business school in Richmond. After school, Self became cashier of the Bank of Greenwood. In 1908, he became president and treasurer of the Greenwood Cotton Mill by persuading the manufacturers of machinery to extend credit to the mill for automatic looms and other new equipment. Later, he gained control of other mills in Greenwood. He built churches and schools in Greenwood, South Carolina, and erected the modern Self Memorial Hospital. Greenwood Mills celebrated its 100th anniversary in 1989 and continues as a viable force in the nation’s textile industry.

Tom Selleck was born in Detroit, Michigan, in 1945, but moved to Southern California when he was four. He worked at a clothing store while attending Valley Junior College, and later transferred to the University of Southern California. During his junior year he made a Pepsi-Cola commercial, which led to a contract with Twentieth Century Fox. He served with Barbara Jordan as co-national spokesperson for the Character Counts Coalition, which works to improve the ethical quality of society.

* Deceased
Born in 1919 in Indianapolis, Indiana, Beurt SerVaas worked as a youngster to help his parents through the Depression. He attended Indiana University on a scholarship and worked as a janitor for his board. He graduated with degrees in chemistry, history, and Spanish, along with a teaching certificate. He served as a naval officer during World War II, working in China for the Secret Intelligence Division of the Office of Strategic Services (OSS). After the war, SerVaas purchased and successfully reorganized more than 20 small and medium-sized diversified companies. In 1970, he acquired and became chairman of Curtis Publishing Company, which published some of America’s most noted magazines, including The Saturday Evening Post and The Ladies Home Journal. His business empire, SerVaas, Inc., now includes 21 companies that specialize in everything from European foreign trade to pharmaceutical licensing and manufacturing.

Carl Sharp attended only one year of high school, opting to enter the working world instead. In his first job, he earned $7.50 a week. He held various positions, including general sales manager for Cornell Wood Products Company and vice president of a specialty manufacturer before becoming president and chairman of Acme Steel Company. He rose to this position after starting there as assistant general sales manager. By the end of the 1950s, Acme Steel was among the top 500 industrial corporations in the United States. Sharp’s early struggle in life prompted him to become president of Glenwood School for Dependent Boys, a home for 250 boys from broken homes.

The granddaughter of a prominent Confederate officer of the Civil War, Dorothy Shaver was born in 1893, in Center Point, Arkansas. She graduated from high school in 1910 as salutatorian of her class. She attended the University of Arkansas at Fayetteville for two years and then returned to her hometown to teach. She and four other single teachers were fired in 1914 for attending a dance. Shaver left Arkansas and settled in New York City. In 1921, Lord & Taylor hired her to head its Comparison Bureau. In 1924, she headed the Bureau of Stylists, which made Lord and Taylor the style-setter in the city. In 1937, she became first vice president. She was elected president in 1945, making her the first woman in the country to head a multi-million dollar firm. Lord & Taylor prospered under her direction and expanded into the suburbs. In 1946 and 1947, the Associated Press named her the outstanding woman in business.

Andrew Shea attended Fordham University and then joined W. R. Grace & Co., where he entered the legal department. He worked in the Import and Trading Department and later was transferred to the management staff of the Lima House, becoming its manager in 1936. During this time, he handled the firm’s multiple interests, including textile mills, sugar refineries, paper and flour mills, factories, and merchandising businesses, as well as the affairs of the Grace Line and Panagra. He returned to the United States in 1939 as vice president and was then made director and first vice president. He eventually became president of Panagra, an airline that carried American aviation farther than it had ever been before. Panagra had accomplished the pioneering job of linking the Americas from the United States to Argentina with a direct, regularly scheduled passenger, mail and freight service.

* Deceased
George A. Shearing  
Class of 1978  
Pianist, Arranger & Composer

The youngest of nine children, George Shearing was born sightless in London’s slum area of Battersea. At the age of three, Shearing began playing on the family’s piano. A year later, he started piano lessons and then studied music theory and Braille music at a residential school for the blind from the ages 12 to 16. By the time he left, it was obvious that he had a gift for improvisation. After World War II, Shearing immigrated to America and was soon the intermission player for jazz legends like Ella Fitzgerald and Sarah Vaughan. He formed a quintet and recorded “September in the Rain,” which sold 900,000 copies almost overnight. For 30 years his group enjoyed an international reputation that included concerts, hotel and club dates, radio and television appearances, benefit concerts for the blind, foreign travel, and White House visits. Queen Elizabeth bestowed on Shearing the title of Order of the British Empire in 1997.

John J. Sheinin*  
Class of 1957  
President, Chicago Medical School

Following the Russian Revolution after World War I, John Sheinin fled to the United States. He arrived penniless and unable to speak English. He worked as a factory laborer and as a helper on the sidewalks of New York until he moved to Alabama. With only $4 to his name, he managed to enter Alabama State University and secured work with a local sign painter. In spite of considerable language difficulty, Sheinin was an outstanding student. He was admitted to medical school and later became a teaching research fellow at Northwestern University. While completing work for his M.D. and Ph.D., he taught. Sheinin eventually became dean of the unaccredited and financially struggling Chicago Medical School. Under his direction, the school received full accreditation from both the American Medical Association and the Association of Medical Colleges. This occurrence was unique in medical history, for all other unapproved schools were closed.

Mark Shepherd, Jr.  
Class of 1984  
Chairman of the Board & CEO  
Texas Instruments Incorporated

Mark Shepherd was born in 1923 in Dallas, Texas. He graduated from high school at the age of 14 and attended Southern Methodist University on a scholarship. He graduated with honors at 19 and joined General Electric. While serving with the Navy during World War II, he was sent to Bowdoin College and later to the Massachusetts Institute of Technology to become an electronic specialist. After the war, he earned a master’s degree in electrical engineering from the University of Illinois. In 1948, Shepherd joined Geophysical Services, Inc. By 1954, Geophysical had become Texas Instruments and Shepherd had built the semiconductor operation there to a full-fledged division. Shepherd led the development of transistor mass production and helped to make his Texas Instruments the world’s leading producer of semiconductors. He was named president in 1967, and became CEO two years later. He became chairman in 1976, a position he held until his retirement in 1988.

George Shinn  
Class of 1975  
President, George Shinn & Associates  
Owner, The New Orleans Hornets

George Shinn was raised in Kannapolis, North Carolina. His father died when he was eight. After high school graduation, he worked as a janitor to pay his way through a small business college. He became a salesman and recruiter for his business school and was named partner by age 23. He began acquiring other privately owned schools, building a chain of 30 schools into the Rutledge Education System. He expanded his financial interests into auto dealerships, land development, and a traffic reporting syndicated radio network. In 1987, he sold Rutledge and bought the new NBA expansion franchise, the Charlotte Hornets. In 2002, the team moved to New Orleans.

* Deceased
William L. Shoemaker
Class of 1978
Professional Jockey

Willie Shoemaker was born in 1931 in Fabens, Texas. His father was a cotton-mill worker and handyman. When he was four, his parents separated, and young Shoemaker went to live with his grandfather on a cattle and sheep ranch. There, at the age of seven, he rode his first pony. Three years later, Shoemaker moved to California to live with his father. When he was 14, he got a job at the Suzy Q Ranch. After deciding to become a jockey, he moved to Santa Anita. At the age of 17, in 1949, he rode in his first race. He finished fifth, but a month later he had his first win. He quickly became a riding sensation, with 219 wins in his first year. Willie Shoemaker rode many of the top horses in the history of racing and was the world’s “winningest” jockey with more than 8,700 wins. In 1986, Shoemaker, at the age of 54, won the Kentucky Derby for the fourth time.

R. Perry Shorts
Class of 1963
Chairman of the Board
Second National Bank of Saginaw

Perry Shorts was the son of a small-town Methodist minister. While still in high school, Shorts sold newspapers and clerked in a newsstand to supplement his family’s income. He worked his way through Central Michigan University as a factory worker and later earned his law degree from the University of Michigan. In 1921, Shorts was a highly successful practicing attorney when he became vice president and director of Second National Bank. He served as president from 1929 to 1957, and chairman in 1963. Under his management, the bank’s assets increased from $17.5 million to over $125 million. Shorts was also a director of the Michigan Bell Telephone Company, the National Bank of Detroit, the Michigan Bean Company, and Michigan Sugar Company. He was a regent of the University of Michigan. He directed the Eddy Student Aid Fund, which financially assisted more than 600 students through college.

Don Shula
Class of 1995
Head Coach, Miami Dolphins
Former Head Coach, Miami Dolphins

Don Shula was born in 1930 in Grand River, Ohio. He attended John Carroll University in Cleveland and signed with the Cleveland Browns after graduation. He played for two seasons and then joined the Baltimore Colts. Four years later he went to the Washington Redskins for one year. In 1958 he turned to coaching, first at the University of Virginia, and then the University of Kentucky. He was a defensive coordinator for the Detroit Lions, and then, in 1963, became the head coach for the Baltimore Colts at the age of 33, making him the youngest head coach in NFL history. In 1970, he became the head coach of the Miami Dolphins. The team had a perfect 17-0 season in 1972. Shula had more regular season and total victories than any NFL coach in history; was only the second coach to record more than 300 victories; and had six Super Bowl appearances, more than any coach in NFL history. He was inducted into the Pro Football Hall of Fame in 1997.

John R. Silber
Class of 1992
President, Boston University
President Emeritus, University
Professor of Philosophy & Law, Boston University

Born in 1926, John Silber grew up in San Antonio, Texas. His father, an architect, was unemployed during most of the Depression. Silber attended Trinity University, where he majored in philosophy and fine art. Following his graduation in 1947, he spent a year at Yale Divinity School, then a semester at the University of Texas Law School. Still uncertain of what he wanted to do, he dropped out for a time and then returned to Yale to complete a doctorate in philosophy. After five years on the Yale faculty, he joined the department of philosophy at the University of Texas at Austin and later became dean of the College of Arts and Sciences. In 1971, Silber became the seventh president of Boston University, a position he kept for more than 25 years. In 1996, he was appointed chancellor of Boston University. He also served as chairman of the Massachusetts Board of Education.

* Deceased
Ron Simon was born in Los Angeles in 1934. His mother was Russian and his father was English. Both parents worked in a sheet metal factory. When Ron was 15, his father started his own business manufacturing steel medicine cabinets and his grandfather started a retail luggage store. Simon worked for both of them. He attended Los Angeles City College, where he earned a two-year degree in engineering, and then joined Layne and Bowler Pump Company as a junior engineer. Five years later, he joined his father in his business, Perma-Bilt Industries. Under Simon’s leadership, the business grew to become the largest manufacturer of bathroom medicine cabinets, vanities, and marble countertops in the United States. Finally, in 1987, Simon sold the company, and later started RSI, which today is the largest manufacturer of cultured marble countertops, bathroom vanities, and medicine cabinets in the world.

Riley Sims was born in 1903 in East St. Louis, Illinois. When he was 12, his father died. Sims baled hay for 50 cents a day, hauled props to coal mines, and shucked corn to support his mother and sister. In 1921, he moved with his family to Florida, where he learned carpentry. In 1929, he formed a partnership with Russell J. Burnup. The company built homes and, with the outbreak of World War II, built air bases. The company sold most of its large network of ready-mix-concrete plants in 1956 and began diversifying. It became a major installer of telephones, communication lines, and cables in 23 states with a staff of more than 100 engineers. The company installed more than 60 Community Antenna Television systems in the United States.

John Slater was the son of a minister. He put himself through the University of Pennsylvania selling souvenirs at football games and working as a railroad trackwalker. While still an undergraduate, he joined the university faculty as an instructor in English, worked on his M.A., ran on the track team, sang in the glee club, and wrote for campus publications. After graduation he taught composition, public speaking, poetry, and drama at Muhlenberg College, where he also coached the track team. He lived weekends at the Deke House on the Pennsylvania campus and took over its food service in 1926. Within two years he was serving 39 fraternities at three Philadelphia universities. He abandoned his teaching career and expanded his service to industry, schools, colleges, hospitals, and public restaurants from coast to coast. His company eventually had 7,000 employees and annual sales of $50 million.

Rose Cook Small was the daughter of poor immigrants, Rose Cook Small was born and raised in Camden, New Jersey. To help her parents support their six children, she sold produce on street corners when she was 12. She dropped out of school when she was 16 to marry an ambitious young clerk in a local meat market, Harry Cook. In 1933, they opened their own meat market. In 1940, they established Bluebird, Inc., with the opening of a second store. When her husband died a decade later, Small continued operating the business. By 1963, Bluebird had moved to a larger plant, and within five years was shipping two million pounds of meat weekly. She married Morris Small in 1960, and took the company public in 1968. Over the next decade, she acquired Agar Company, Patrick Cudahy Company, and Mid-South Packers, thus building the largest and most proficient meat-processing plant in the United States.
Cyrus Smith, always known as C. R., was born in 1899 in Minerva, Texas. He earned a degree from the University of Texas, working his way through as a federal bank examiner. He became an accounting specialist in public utilities and was later named assistant treasurer of the Texas-Louisiana Power Company. In 1928, he joined Southern Air Transport (SAT) as a vice president. Through a series of mergers, SAT became part of American Airways. In 1934, the company was reorganized into American Airlines and Smith was appointed CEO, a position he held until 1968. In addition to stewardesses, American introduced the first in-flight meal service in the United States. American also instituted the first airways traffic control system, which greatly improved passenger safety. In 1936, American introduced the world's first passenger aircraft, the DC-3, that could earn profits by carrying passengers alone. In 1968, Smith left American to serve as President Johnson's Secretary of Commerce.

Born in Seattle, Washington, in 1930, Del Smith was placed when he was an infant in an orphanage. He was adopted when he was almost two, but three months later his adoptive father was killed in an accident. Smith and his mother lived in a one-room house that had no running water. She was in poor health and Smith worked from the time he was a boy to support them. At 16, he earned his pilot's license by trading work for lessons. He majored in business and psychology at the University of Washington. After graduation he served as an officer in the Air Force, where he learned to fly helicopters. In 1956, he began flying helicopters commercially. Smith patented a system that reseeded harvested timberlands with the use of a helicopter. In 1960, he founded Evergreen Aviation, the world's most diversified aviation services company that provides service support to rescue operations, law enforcement, forestry, agriculture, and much more.

At the age of 12, Donald Smith found a job as a delivery-wagon driver for $3 a week. In 1910, he started working as a clerk at the Perfection Stove Company, earning $9 a week. He overcame poverty and humble beginnings through effort, diligence, and self-reliance. In 1950, Smith was named president of the Perfection Stove Company.

Born in Livingston, Texas, George Smith was three months old when his father died. His mother worked as a maid, and Smith picked cotton to help with finances. He quit school after the third grade to work full time. At 13, he left home and laid railroad ties before enlisting in the Air Force, in which he served as a cook in the Pacific. After he returned home, he became a receiving clerk with the railroad. In 1952, Smith began an 18-year career with Atlas Bradford, a pipe company. After becoming the vice president and general manager of Seaboard Pipe, he invested his $4,000 in savings toward establishing his own business—Smith's Pipe Testing and Service Company. By 1979, with two additional companies, Smith's $34 million in sales made him the seventh largest black-owned business in America.

* Deceased
Harold V. Smith*
Class of 1954
President, Home Insurance Company

Harold Smith’s first job was as an egg handler for $18 a month. In his teens he got a job as a demonstrator for the Victor Talking Machine Company. While working there he was discovered by the president of a Philadelphia insurance company, who offered him a job at his firm. He rose rapidly through the ranks, becoming president and chairman of the board of The Home Insurance Company.

W. Cordes Snyder, Jr.*
Class of 1956
President, Blaw-Knox Manufacturing Company

W. Cordes Snyder, Jr., trapped and sold pelts near his family’s mountain home and worked in the coal mines with his father during his summer vacations. He used the money he earned to help pay for his tuition at Lehigh University, where he studied engineering. After jobs at several foundries, he worked his way up through the ranks, spending evenings learning about the design of heavy rolling mill equipment. He was the president and chairman of the board of Blaw-Knox Company, which was a leader in the design and manufacture of rolling mills and rolling mill equipment.

David L. Sokol
Class of 2004
Chairman and CEO
MidAmerican Energy Holdings Company

The youngest of five children, David Sokol was born in 1956 in Omaha, Nebraska. To help out with expenses, Sokol worked as a paperboy, as a caddie at a golf course, and as a janitor in a hardware store. In high school, he worked for a local grocery store, where he became the night manager within two years. Sokol was able to keep this job when he entered the University of Nebraska. After graduating in 1978, he became a structural engineer for HDR, Inc. In 1982, he joined Citibank. A year later he became president of an energy subsidiary called Ogden. In 1991, Sokol was named CEO of CalEnergy, which in 1999 was renamed MidAmerican Energy Holdings Company. Today, the company is a global leader in the production, supply, and distribution of energy from diversified fuel sources including geothermal, natural gas, hydroelectric, nuclear, and coal. It is the second-largest operator of natural gas pipelines in the country.

Robert S. Solinsky*
Class of 1960
President and Chairman
National Can Corporation

Robert Solinsky was only 14 when he joined the American Can Company as a messenger boy at its Maywood, Illinois, plant. At 17, he went to Continental Can Company in Chicago as a timekeeper. Two years later he shifted to the sales staff. He moved up through the ranks to central district sales manager. In 1936, he joined the National Can Corporation as an assistant vice president. Three years later, he and his associates advanced $35,000 to form their own company, Cans, Incorporated. During World War II, he served as administrator of the can industry with the War Production Board. He lived in Washington and returned to Chicago every weekend to run his business. By 1952, he had built his enterprise into an $8 million-a-year business with two plants. He sold his business to the National Can Corporation and served as their president and chief executive officer.

* Deceased
Lee Sollenbarger was born in 1912, in Hugo, Colorado, the seventh of 14 children. The family moved there from Kansas after a wave of cholera wiped out his father's hog business. When Sollenbarger was two, his family moved to a small farm outside of Denver. After graduating from high school in 1930, he worked at a variety of jobs to support himself. He took a correspondence course in transportation, which led to a job as a rate clerk for the Denver-Chicago Trucking Company. He worked his way up from that job and became executive vice president and director. After 23 years with the company, he left to join Transcon as executive vice president for operations. Eventually, he became president and CEO, then chairman. Under his direction the company went from $22 million in annual revenues to $283 million.

Joseph Solomon was the son of poor Russian immigrants, born on the lower East Side of Manhattan. He and his seven brothers and sisters spent most of their younger years in a four-room, cold water tenement in East Harlem. While in elementary school, Solomon earned ten cents a day by making deliveries for stores. On the weekends, he sold fruit and delivered newspapers. His family could not afford his education, forcing him to leave before completing elementary school. At 15, he became a messenger boy for a law firm. After being exposed to some of the most outstanding legal minds of the century, Solomon was determined to become a lawyer. He studied and passed the Regents qualifying examinations. In 1927, Solomon graduated from New York Law School. In 1929, he joined the legal staff of the firm for which he had served as a messenger. He rose to senior partner in 1966.

Alex Spanos was born in 1923 in Stockton, California. His father, an immigrant from Greece, ran a small restaurant and bakery. From the time he was eight, Spanos worked baking bread and cakes before school. After high school, he joined the Army Air Corps during World War II. He returned to the College of the Pacific in Stockton. Although he was expected to work in his father's business, Spanos instead became involved in real estate in the mid-1950s. Today, A.G. Spanos Companies span from California to Florida with operations in building, management, and land development. Major projects include Spanos Park, a master-planned community in Stockton, California, as well as the construction of luxury apartments across the nation. Spanos also owns the National Football League’s San Diego Chargers. In his autobiography, *Sharing the Wealth*, Spanos details his struggle to succeed as well as the lessons he learned along the way.

At a young age, Jack Sparks was interested in American history and aspired to become a history teacher. However, his father died when he was 16 and he was forced to abandon college and a teaching career so that he could earn money. He went to work on the assembly line of a small local appliance manufacturer, the 1900 Corporation, earning 30 cents an hour. After joining the Army Air Corps during World War II, he advanced to the rank of captain before returning to his job at the 1900 Corporation. Within a few years, Sparks was moved into personnel work and labor relations. Later, he moved into sales and marketing, where he became producer of a strong Whirlpool product line. In the Whirlpool sales department he was promoted to director of marketing, and later became chairman, president, and chief executive officer of the Whirlpool Corporation.

* Deceased
Born in 1923 in Pueblo, Colorado, William Spoor worked weekends and summers to help the family during the Depression. He mowed lawns, shoveled snow, dug ditches, loaded watermelons, and worked as a plumber's helper. He received a full scholarship to Dartmouth College, but halfway through his freshman year he left to serve with the Army during World War II. He returned to Dartmouth in 1946 and graduated with a degree in history in 1949. He became a sales manager with The Pillsbury Company. By 1972, Spoor was promoted to chairman and chief executive officer. For the next 13 years, he moved the company through reorganization, divesting unprofitable subsidiaries; making solid acquisitions, including Green Giant, Haagen-Dazs ice cream, and Totino's pizza; and accelerating Burger King with more franchises. He also added Steak & Ale and Bennigan's to the company's restaurant portfolio.

Willie Stargell was born in Earlsboro, Oklahoma, in 1940, but moved to California when he was six. In 1962, he became an outfielder and first baseman for the Pittsburgh Pirates, with whom he had a 21-year career. He batted .282, with 2,232 hits, 423 doubles, 475 home runs, and 1,540 runs batted in. In 1969, he became the first player to hit a ball out of Dodger Stadium, a feat that was not matched for 30 years. He helped his team capture six National League East division titles, two National League pennants, and two World Series (1971, 1979). In 1979, he became the only player ever to earn the NLCS, World Series, and National League MVP in a single year, and *Sports Illustrated* named him "Sportsman of the Year." Stargell was also the oldest player, at 39, to win the title of Most Valuable Player. In 1999, he ranked No. 81 on The Sporting News' list of the 100 Greatest Baseball Players. He was inducted into the Baseball Hall of Fame in 1988.

Harold Stassen was born on a farm in Dakota County, Minnesota, in 1907. He graduated from high school at age 14 and worked his way through the University of Minnesota as a train conductor. In 1929, he earned a law degree and served as district and county attorney of Dakota County until 1938, the year he was elected governor of Minnesota. At 31, Stassen was the youngest governor of any state in the history of the country. While Stassen was serving his third term, Pearl Harbor was attacked. He resigned to go on active duty in the Navy, serving as assistant chief of staff for Admiral W. F. Halsey in the South Pacific. He was awarded the Legion of Merit and a Bronze Star. In 1948, Stassen became president of the University of Pennsylvania. He also served as president of Columbia University. He was a special assistant to President Eisenhower and also a signer of the United Nations charter.

Roger Staubach was born in 1942 in Cincinnati, Ohio. He received an appointment to the U.S. Naval Academy in Annapolis, Maryland, where he won the Heisman Trophy during his junior year in 1963. He graduated with a degree in engineering and served with the Navy for four years, which included a tour in Vietnam. In 1969, he joined the Cowboys football team as a 27-year-old rookie. He led the Cowboys to four Super Bowls, two of which they won. He was named to six Pro Bowls, was the Most Valuable Player of Super Bowl VI, and was inducted into the Pro Football Hall of Fame in 1985. While still playing football, Staubach launched a career in real estate with the Henry S. Miller company. Two years before he retired from football, he launched the Staubach Company, a diversified Dallas-based commercial real estate company. Today, the company is a global real estate advisory firm with 65 offices and more than 1,400 employees.
Manfred Steinfeld was born in Jossbach, Germany, in 1924. His father died when Steinfeld was five. In 1938, he left Germany with an aunt and uncle and settled in Chicago. His mother and sister were killed in a German concentration camp during World War II. Steinfeld attended the University of Illinois for one year before joining the Army to fight in Europe, where he earned the Bronze Star and the Purple Heart. Steinfeld was the translator for the unconditional surrender document of the Germans east of the Elbe River in 1945. After the war, Steinfeld earned a degree in commerce from Roosevelt University in Chicago. He served two years in the Korean War and then went to work for Sam Horwitz of Equipment Manufacturing Company. Eventually he and Horwitz purchased the Great Northern Chair Company. They emerged from the acquisition as Shelby Williams Industries, which became the world's largest public seating manufacturer.

Jackson Stephens, born in 1923 near Prattsville, Arkansas, grew up on a farm where the family rules were to make the best grades in school, hoe the cleanest row of cotton, and take pride in everything you do. His parents also instilled in their six children the values of self-reliance, diligence, and industry. At 15, Stephens became a bellhop at the Barlow Hotel in Hope, Arkansas. He attended Columbia Military Academy, graduating in 1941. Stephens spent the next two years at the University of Arkansas and then was appointed to the U. S. Naval Academy at Annapolis, but poor eyesight prevented him from being commissioned. In 1946 he joined Stephens, Inc., a municipal bond house started by his brother, Witt. Together they built their business into a full-service investment banking firm.

Herbert Stiefel was born in New York City, where he spent his childhood in a tenement. His father worked as a butcher and tailor. Because his parents spoke German at home, he knew little English when he began school at age six. Shortly after beginning high school, he was forced to quit and find work to help support the family. He became a messenger for an art studio and eventually took free life-drawing courses. He worked for a department store as an advertising manager before serving with the Army during World War II. He later became a layout artist and assistant account executive in a small New York advertising agency. In 1966, Stiefel and a partner opened their own ad agency. After two years, Stiefel bought out his partner. His agency was actively involved in international marketing, and President Nixon appointed him to the European Economic Council.

Carl Stokes was born in Cleveland in 1927. He was only two when his father, a laundry worker, died. His widowed mother supported her two sons by working as a domestic. Stokes helped by working as a newspaper carrier and in neighborhood stores. He dropped out of high school to work full time in a foundry. He served in the Army and then returned to school, getting his high school diploma in 1947. He earned a B.S. degree from the University of Minnesota in 1954 and his law degree from Cleveland-Marshall School of Law. In 1962, Stokes became the first African-American democrat to be elected to the Ohio legislature. In 1967, he was elected mayor of Cleveland, making him the first African-American of a major U.S. city. He was re-elected in 1969. He also served as ambassador to the African Republic of Seychelles.

Manfred Steinfeld
Class of 1981
Co-founder, Chairman & CEO
Shelby Williams Industries
Chairman and Consultant, Daniel Paul Chairs LLC

Jackson T. Stephens, Sr.*
Class of 1980
Chairman of the Board & CEO, Stephens Inc.

Herbert J. Stiefel*
Class of 1975
President, Stiefel-Raymond Advertising, Inc.

Carl B. Stokes*
Class of 1970
Mayor, City of Cleveland, Ohio

* Deceased
Edward Durell Stone*
Class of 1971
Architect

Born in 1902 in Fayetteville, Arkansas, Edward Stone won his first architectural prize when he was a boy. His birdhouse design won him a cash prize of $2.50. At age 18, Stone moved to Boston where he worked in an electrical appliance store, as an office boy for an architect, and finally as a draftsman for Henry Shipley. He studied architecture at night and then won a year's tuition at Harvard through a design competition. He later transferred to MIT, but he left shortly before graduating when he was awarded a two-year traveling scholarship. On his return, he worked for several architects and opened his own office in 1936. Buildings designed by Stone include the original Museum of Modern Art, the U.S. Pavilion at the Brussels World's Fair, Stanford Medical Center, El Panama Hotel, the General Motors Building, the National Geographic Building, and the Kennedy Center for the Performing Arts in Washington, D.C.

Norman H. Stone*
Class of 1974
Founder, Chairman, and Chief Executive Officer
Stone Container Corporation

Norman Stone was born into a poor Chicago family shortly after the turn of the century. In his youth, he delivered papers, turning most of his weekly 50-cent salary over to his mother to help support the family. At age 13, he dropped out of school and worked as a messenger for Western Union. Two years later, he became a messenger at Sears Roebuck. In 1926, Stone went into business with his ailing father as a jobber of paper and twine, founding the Stone Container Corporation. Established with only $750 in capital, the new company had sales of $68,000 the first year. The Stone Container Corporation expanded to annual sales of more than $200 million in 1974 and was listed on the New York Stock Exchange.

W. Clement Stone*
Class of 1963
President, Combined Insurance Company of America

Born in Chicago in 1902, Clem Stone was three when his father died. At six, he began selling newspapers to help support himself and his mother. He also read Horatio Alger novels, picturing himself as the youngsters who overcame adversity. Selling insurance at 16, he dropped out of school to work full time, and later received his diploma by taking classes at night. In the late 1920s, Stone began the Combined Insurance Company of America and had more than 1,000 agents working for him by 1930. By 1979, his company exceeded $1 billion in assets. Today, Combined Insurance is a subsidiary of Aon Corporation, one of the largest insurance, brokerage, and consulting firms in the world. Stone wrote several books about the importance of maintaining a positive mental attitude. He passed away in 2002, shortly after his 100th birthday.

Harry Sugar*
Class of 1957
President, Alsco, Inc.

Born in 1909 in Warsaw, Poland, Harry Sugar came to the United States when he was three and settled with his family in Akron, Ohio. In 1945, he borrowed $300 to begin a career manufacturing aluminum windows and doors. He served as president and chairman of this company, Alsco, Inc. His company became an international multimillion-dollar business with plants in the United States, Canada, and Italy. In 1955, he received the Star of Solidarity, Italy's highest civilian award, for helping with the Italian economy by creating industry and jobs in southern Italy. He later worked in oil well development. A noted philanthropist, Sugar served as president of the Jewish Welfare Fund.

* Deceased
The oldest of seven children, Chris Sullivan was born in 1948 in Lake City, Florida. He worked his way through the University of Kentucky, where he entered a management trainee program with Steak and Ale Restaurants. He graduated in 1972 with a degree in business and economics and became a general manager with Steak and Ale. When the restaurant was sold to the Pillsbury Restaurant Group in 1976, Sullivan stayed on and ascended through the ranks of the parent company. He became president of the Bennigan’s Restaurant chain in 1980. In 1983, he became a venture partner in the Chili’s Restaurant chain. He sold his 17 new restaurants in three years and, in 1988, opened the first Outback Steakhouse with partners Bob Basham and Tim Gannon. They later formed OSI Restaurant Partners, Inc., which, in addition to the Outback Steakhouse chain, includes eight other restaurant chains. OSI generates $4 billion annually from more than 1,200 restaurants.

Born in Thayer, Illinois, Joseph Sunnen was the son of a coal miner. In the seventh grade he quit school to help on the family farm. Later, he moved to Missouri to work in his brother’s automobile garage. At 21, he invented a valve lifter tool, which he wanted to market; however, an explosion nearly claimed his life. Severely burned over most of his body, Sunnen made a commitment that if he lived he would devote himself to mankind. A year later, a malfunctioning machine cut off the ends of three of Sunnen’s fingers, but he didn’t let that stop him from developing his Sunnen Products Company. Sunnen also invented a cylinder honing machine and other repair tools. Today, Sunnen is a world leader in the manufacture and distribution of bore sizing and finishing equipment. True to his word, from the time of his recovery Sunnen gave 50 percent of his annual company income to charity.

Born in Minnesota, Homer Surbeck was the son of a Prussian immigrant who became a small-town Presbyterian minister in South Dakota. His mother was a self-taught country school teacher. Surbeck graduated from high school as valedictorian and enrolled in an engineering course at the South Dakota School of Mines. When he graduated in 1924, he couldn’t find a job. With the help of a scholarship, he attended Yale Law School. While there he edited the Yale Law Journal and graduated first in his class. He became the law secretary to Supreme Court Chief Justice William Howard Taft. He served with the Army during World War II and later became a top trial lawyer and one of the nation’s leading experts on antitrust law. Surbeck was a partner of his firm in 1934. In his 50-year legal career, he participated in some of the most complex corporate legal cases and negotiations of the day.

Born in 1915 in a small farming community near Chicago, William Tabler helped his father run the family lumber and grain business. Valedictorian of his high school class, Tabler studied architecture at Harvard. He completed a nine-year program in seven years, earning scholarships and working summers to pay his bills. At the head of his class in 1939, he went to work for a prominent Chicago architectural firm. His first hotel design experience was the Statler Hotel in Washington, D.C. After serving three years with the Navy, Statler set up Tabler in business in New York. When the Statler chain was acquired by Conrad Hilton, he began building Hilton hotels. When Tabler started his firm, he wrote “Rules of Thumb,” an architectural guide for hotels that set the standard for design in the hospitality industry. In addition to those hotel chains already mentioned, his firm built for Marriott, Intercontinental, and Stouffer.

* Deceased
Sarkes Tarzian*
Class of 1977
Founder and President, Sarkes Tarzian, Inc.

Born in 1900 in Armenia, Sarkes Tarzian was seven years old when his father, who had come to the U.S. to escape persecution of Christian Armenians by the Turks, saved enough money to send for his family. Young Tarzian helped the family by working after school and delivering newspapers and groceries. In 1918, he was the top high school graduate in the city of Philadelphia, earning him a full scholarship to the University of Pennsylvania. He earned his electrical engineering degree and began a long career in the radio/television manufacturing industry. In 1944, he founded the Sarkes Tarzian Company, which was involved in early experiments in VHF audio broadcasting. In 1948, he designed a television tuner that could produce high-quality results at low cost. Today, the broadcast company owns several television and radio stations.

Patrick F. Taylor*
Class of 1986
Chairman of the Board & President
Taylor Energy Company

Shortly after Patrick Taylor’s birth, his parents divorced. Two years later his mother married a man who became a severe disciplinarian to her son. As a junior in high school, Taylor won a scholarship to a private school in Houston. During his junior year, however, he had an argument with his stepfather and left home with just 35 cents in his pocket. He kept up with school and lived in a rooming house, working in a cafeteria to cover his expenses. Eventually, a former boss, oil man Warren Layne, assisted him. Taylor worked as a draftsman for Layne during his senior year. In 1955, Taylor attended Louisiana State University and majored in petroleum engineering. He started his own drilling company in the early 1970s and then sold it in 1979 to start the Taylor Energy Company. Today, Taylor Energy is the largest privately held oil and gas company operating in the Gulf of Mexico.

Anthony J. Terlato
Class of 2006
Chairman, Terlato Wine Group

Anthony Terlato was born in Brooklyn, New York, in 1934. As a boy, he delivered newspapers and, when he was older, worked in a grocery store. While in college, he worked as a butcher’s helper. Terlato attended St. Francis College, but left early to work in Miami. In 1955, his parents opened a liquor store in Chicago and Terlato moved there to help with the business. Shortly thereafter, he went to work for his father-in-law’s wine bottling business. He began importing French and Italian wines and changed the business over to wine distribution. By the mid-1980s, Pacific Wine Company was the most important premium wine distributor in Illinois. In 1979, Terlato introduced Santa Margherita Pinot Grigio to America, which is today the most popular luxury wine in U.S. history. This success earned him the title, “Father of Pinot Grigio.” Today the company is known as Paterno Wines International, the flagship company of the Terlato Wine Group.

Jessie L. Ternberg
Class of 1977
Director of Surgery, Pediatric Division
St. Louis Children’s Hospital
Professor Emeritus of Surgery & Pediatrics
Washington University Medical Center

Born in 1924 in Corning, California, Jessie Ternberg was raised by her mother and grandmother in a small town in Minnesota after her father deserted the family. An $800 scholarship opened the door to college, and she enrolled at Grinnell College in Iowa. She won a fellowship in biochemistry to the University of Texas, and another scholarship sent her to Washington University’s medical school in St. Louis, Missouri. Ternberg talked her way onto the staff at the Washington University Medical Center as the only full-time surgeon at what was then the St. Louis Children’s Hospital. She was also the only female surgeon. For more than a decade, she performed as many as 500 operations a year. In 1972, thanks to her leadership, pediatric surgery became an official division of the medical center, and she was named to head that division.
Paul Thayer was born in 1919 in Henryetta, Oklahoma. At age two, he moved with his family to the oilfields of Kansas. By the time he was 16, Thayer began spending summers on his own, working on rigs. He studied at the University of Kansas, but left early to join the Navy Cadet Corps as a pilot. During World War II, Thayer was a fighter pilot, serving in Africa and the South Pacific. After the war, he flew two years for TWA. In 1947, became a test pilot for Chance Vought Aircraft. He was one of the first pilots to break the sound barrier and to use an ejection seat. In 1950, he joined Northrup Aircraft for a year and then returned to Chance Vought. In 1961, Chance Vought merged with an electronics company and Thayer became president. Under his guidance, LTV’s sales grew fourfold. He became chairman of the company in 1970.

Clarence Thomas was born in Pin Point, Georgia, in 1948, but he and his mother lived with his grandfather in Savannah from the time he was seven. They lived in a one-room tenement, where they shared a kitchen with other tenants. Thomas spent four years studying for the priesthood before changing his mind and enrolling at Holy Cross College. He earned a J.D. degree from Yale Law School in 1974. He worked for John Danforth as an attorney general, and later became Danforth’s legislative assistant when he was elected senator from Missouri. Less than two years later, Thomas served as Assistant Secretary for Civil Rights with the Department of Education. That job led to his appointment as chairman of the Equal Employment Opportunity Commission. In 1991, after less than two years on the U. S. Court of Appeals for the District of Columbia Circuit, Thomas was nominated to the Supreme Court.

Danny Thomas was born in Deerfield, Michigan, the fifth of 10 children born to Lebanese immigrants. At age 10, he was selling newspapers on the street and candy in a burlesque theater. This theater experience inspired him to become an entertainer and comedian. He quit school at 16 to find his place in show business. He soon moved to California and made five films, which launched his Emmy Award winning show, “Make Room for Daddy.” In partnership with Sheldon Leonard, he formed T & L Productions, which produced such television comedies as the “Andy Griffith Show” and the “Dick Van Dyke Show.” In 1966, he formed Thomas-Spelling Productions, a production company. Thomas performed for five Presidents: Roosevelt, Truman, Eisenhower, Kennedy, and Johnson. He helped raise funds to build the St. Jude Children’s Research Hospital Center and raised $12 million annually to keep it operating.

Edwin J. Thomas was born in 1900 in Akron, Ohio. Edwin Thomas worked as a part-time clerk at Goodyear while attending high school. After graduation, he was a full-time stenographer at Goodyear. At night he took a factory-training course offered by the company and learned all aspects of engineering, purchasing, costs, personnel, production, sales, and management. He became the assistant factory manager and was later assigned to supervise the Goodyear plant in Los Angeles. He was in charge of the company’s operations in Great Britain before his election as president in 1941. He was named CEO in 1956 and chairman in 1958. As chairman he directed the world’s largest rubber company. He guided Goodyear into diversified fields of chemicals and plastics, aerospace, metal, shoe, film, foam, flooring, industrial rubber goods, and defense activities. The performing arts hall on the campus of the University of Akron is named for him.

* Deceased
Lowell Thomas was born in 1892 in Woodington, Ohio. When he was eight, he moved with his family to Cripple Creek, Colorado, where he sold newspapers in gambling halls and saloons. He later worked as a gold miner and range-rider to finance his education. Ultimately, he acquired degrees from Valparaiso University, the University of Denver, Kent College of Law, and Princeton University. To pay for room and board during school, he waited tables, worked as a short-order cook, and fed and milked the cows of one of his professors. He also punched cattle and pitched hay on the Ute Indian Reservation. In the 1920s, he was a magazine editor. In 1930, he became a broadcaster with CBS radio. He hosted the first-ever television-news broadcast in 1930 and the first regularly scheduled news broadcast on television in 1940. He is best known for his television series of the 1950s entitled “High Adventure,” and TV’s “Lowell Thomas Remembers” in the 1970s.

Dave Thomas was born in 1932 in Atlantic City, New Jersey, and was adopted as an infant. His mother died when he was five, and Thomas’ father, who remarried three times, moved frequently looking for work. At 15, Thomas decided to be on his own. He took a room at the YMCA and worked as a busboy in Ft. Wayne, Indiana. He served in the Army and then returned to Ft. Wayne as a short-order cook at the Hobby House. He worked himself up to vice president of the Hobby House chain in Fort Wayne. In 1962, Thomas took over the management of four failing Kentucky Fried Chicken franchises in Columbus, Ohio. He was successful, added four more restaurants, and then sold them in 1969 to open the first Wendy's in Columbus. The company began selling franchises in 1973 and, by 1979, had reached annual sales of $1 billion with more than 5,300 franchises in 30 countries.

The third of five children, Tommy Thompson was born in 1941 in Elroy, Wisconsin. By the time he was 10, he worked as a barn painter. As a teenager, he did road construction. He worked his way through the University of Wisconsin in Madison, where he majored in political science and history. After earning a law degree from the same school, Thompson, at age 23, was elected to the Wisconsin State Legislature. Throughout his 20-year tenure, Thompson’s party was in the minority. He was elected assistant assembly minority leader in 1973 and assembly minority leader in 1981. In 1986, he became the only Republican in the United States to defeat a Democratic incumbent when he was elected governor of Wisconsin. Thompson was reelected in 1990 and in 1994, making him the first governor in Wisconsin’s history to be elected to a third four-year term. From 2001-2005, Thompson served as U.S. Secretary of Health and Human Services.

Charles (Tex) Thornton began to buy land with money he earned from odd jobs in and around his home town of Haskell, Texas. By age 14, he had accumulated nearly 40 acres. At age 19, he and a friend operated a successful filling station and car dealership that he left to Texas Technical College. After two years, he took a job in Washington, D.C., while continuing his college career at night. He joined the Army as a second lieutenant shortly before the outbreak of World War II and went on to become one of the youngest full colonels in the Army. After V-J Day, he and a number of other officers he trained became the famed “Whiz Kids” at Ford Motor Company. In 1948, Thornton joined Hughes Aircraft as vice president and assistant general manager. He formed Litton Industries in 1953, which started as an electronics company and became a large defense contractor.

* Deceased
Joseph Timan*  
Class of 1968  
President, Horizon Land Corporation  

Joseph Timan was an 11-year-old boy Polish boy when he came to America with his parents in 1920. Timan worked three jobs to help feed the family of eight. He worked his way through St. John's College, earning a law degree in 1936. His first job was managing tenement buildings while practicing real estate law. He started his own real estate law practice in 1945. He retired in 1957 at age 47, and then moved to Arizona. Seeing the potential for land development in the Southwest, he formed Horizon Land Corp. Within seven years his company became one of the largest developers of new communities in the Southwest, creating a concept for new cities that was followed throughout the world. Under Timan's leadership, Horizon developed four new communities in Arizona, New Mexico, and Texas. He was chairman of the Committee for National Land Development Policy.

Henry B. Tippie  
Class of 1996  
Chairman of the Executive Committee and  
Vice Chairman of the Board  
Rollins Truck Leasing Corporation  
Chairman of the Board, Dover Motorsports, Inc. and  
Dover Downs Gaming & Entertainment, Inc.

Born in 1927, Henry Tippie was raised on a dairy farm in Belle Plaine, Iowa. He grew up working on the family farm and often hired himself out to neighboring farms. As soon as Tippie graduated from high school, he entered the Army Air Force. He served as a staff sergeant with the 20th Air Force in the South Pacific during World War II. With the help of the GI Bill, he attended the University of Iowa and majored in accounting. After graduation he joined John W. Rollins and Associates in Rehoboth Beach, Delaware. Tippie spent more than 40 years with Rollins and served as the chairman of the executive committee and as chairman of the board of Rollins Truck Leasing Corp. Today, he serves as chairman of Dover Motorsports, Inc., which promotes more than 400 motorsports each year, and Dover Downs Gaming & Entertainment, Inc.

Harold Toppel  
Class of 1966  
Chairman of the Board, H. C. Bohack Company, Inc.  
Chairman Emeritus, Pueblo International

Harold Toppel grew up in New Jersey, where he lived with his parents above their small grocery store. During his school years he worked in the store. He attended the University of Delaware, but left early to serve in Patton’s Third Army in Europe. Upon his return he attended the University of Illinois, graduating in 1948 with a degree in marketing. After two years as a salesman for Lever Brothers, Toppel joined two friends to form the National Grocery Company. Toppel managed their New Jersey store. Four years later, he sold his share of the company and set out for Puerto Rico to open his own supermarket, Pueblo. In 1983, Pueblo developed super warehouse stores called Xtra Super Food Centers. Under Toppel’s management, the corporation comprised 34 Pueblo supermarkets in Puerto Rico and the Virgin Islands, six Xtra Super Food Centers in Puerto Rico, and three Xtras in Florida.

Monroe E. Trout  
Class of 1995  
Chairman Emeritus, American Healthcare Systems  
Chairman Emeritus, Cytex, Inc.

Born and raised in Harrisburg, Pennsylvania, Monroe Trout was one of 14 children. His father was a carpenter who was frequently out of work because of chronic alcoholism. Trout graduated salutatorian of his class and won a scholarship to the University of Pennsylvania. He earned his room and board as a dormitory advisor. With help from a Navy program, Trout went on to Penn Medical School. After graduation, he spent five years in the Navy and then returned to Harrisburg to serve as chief of medicine at the Harrisburg State Hospital. Later, he enrolled in Dickinson Law School while continuing to work at the hospital. Trout joined Pfizer, Inc., as a lobbyist. Within two years, he was in charge of Pfizer’s entire government affairs department. He also served in executive positions with Winthrop Laboratories and Sterling Drug. In 1986, he joined American Healthcare Systems as chairman and CEO and rebuilt the company.

* Deceased
Fred C. Trump*
Class of 1985
Chairman of the Board, The Trump Organization

Born and raised in Queens, New York, Fred Trump knew from an early age that he wanted to be a carpenter, but when he was 11, his father died. To help support his mother and a younger brother he worked in a fruit store 12 hours a day for $5 a week. He graduated from high school in 1922 and eventually formed a home-construction company in a partnership with his older sister. His mother had to sign the legal papers because he was only 17. From this modest beginning, he went on to build one of the most substantial real estate empires in the country. He managed more than 25,000 apartment units, most of which he built himself, during an illustrious career spanning more than 70 years.

Walter J. Tuohy*
Class of 1961
President, Chesapeake and Ohio Railway

Walter Tuohy left school at the age of 16 to serve as a clerk in the freight house of the Illinois Central Railroad. Two years later he enrolled in night classes at DePauw University. He earned his degree after six years. While attending school, he became office manager for a small Chicago manufacturing concern. When the factory burned, Tuohy joined the Pennsylvania Railroad as secretary to the district passenger agent. Later, he went to work for the Wisconsin Lime and Cement Company. Meanwhile, he enrolled in DePauw University Law School. After Wisconsin Lime merged with Consumers Company, Tuohy became assistant to the vice president of consumers. In 1939, he became president of Globe Coal Company. After four years, he became a vice president. In 1948, he was elected president of C&O. He later directed the affiliation of the C&O and the Baltimore and Ohio, the nation’s first railroad.

Arthur E. Turner*
Class of 1981
Chairman of the Board of Trustees Northwood Institute

Arthur Turner was born in 1931 in Hemlock, Michigan. His father was a farmer who also worked as a carpenter to supplement the family’s income. Turner did farm chores and worked as a hospital orderly. He worked his way through Alma College and then joined the school staff to work in admissions, fundraising, and alumni affairs. During this time, he earned a master’s degree in education from Wayne State University. In 1959, at age 27, he founded Northwood University, a private business management college. The main campus is in Midland, Michigan, and there are two others in Dallas and West Palm Beach. Later, Turner developed the external degree program and expanded its international base to include a program in Paris.

Basil S. Turner*
Class of 1981
Director & Consultant, CTS Corporation

Basil Turner was born in a log cabin in Muhlenberg County, Kentucky, in 1908. He didn’t start school until he was seven because there wasn’t a school house before then. Turner was the first from his district to graduate from high school. With a $150 annual loan, Turner attended Purdue University. He earned a degree in electrical engineering in 1930. He joined Chicago Telephone Supply Company in Elkhart, Indiana, where he worked for 52 years. He rose through the company, job by job, until he was named president and CEO. He went on to serve as chairman. When he retired in 1970, the company had 13 manufacturing subsidiaries that provided worldwide distribution of electronic components for radio and television manufacturers. In his later years, Turner established a vocational education center in Elkhart.

* Deceased
Born in Des Moines in 1933, Fred Turner was the son of a bread salesman. During his teen years, Turner helped his family by clerking at a drug store and delivering dry cleaning. He studied pre-med at Drake University for three years and then joined the Army. In 1956, he was hired by McDonald’s founder Ray Kroc to work in corporate headquarters. By age 26, he was the operations vice president. When he became president in 1968, there were 1,000 McDonald’s. In 1974 he was named CEO. He became chairman in 1977. Turner is widely viewed as the chief builder of the modern McDonald’s. Today, McDonald’s is the world’s leading foodservice organization, serving about 50 million people a day in more than 30,000 stores in 119 countries.

Born in 1945 in Houston, Texas, Jim Turner was the fifth of seven children and the first boy. When he was 12, he worked as a grocery store stock boy. He also pumped gas at a service station. His athleticism earned him a basketball scholarship to Baylor University. He was named the All Southwest Conference player at Baylor and made the All Southwest academic team. After graduating with a degree in economics, he became an account executive for Turner Outdoor Advertising. His father died in 1963 and, at age 24, Turner took over the business. In 1970, he bought a bankrupt UHF station and began assembling the Turner Broadcasting System (TBS). His Cable News Network (CNN), with 24-hours news, revolutionized news broadcasting. Later, he acquired MGM and then launched the movie channel TNT. In 1994, Turner Broadcasting merged with New Line Cinema. In 1996, TBS was bought by Time Warner Inc. for $7.5 billion. An environmental activist, Ted Turner is America’s largest landowner and has amassed the largest herd of buffalo in the world. He is co-founder of the restaurant chain Ted’s Montana Grill.

Born in 1924, Romeo Ventres was the fifth of six children and the first to be born in the United States. He worked at a local foundry to earn the tuition for Worcester Polytechnic. After two years of college, he joined the Navy to serve during World War II. He used the GI Bill to finance the rest of his education at Worcester, graduating in 1948 with a degree in chemical engineering. In 1957, he joined Borden as assistant chief engineer. Seventeen years later, he became executive vice president of a specialty chemical company. He rejoined Borden five years later as a vice president. After serving as a division president and executive vice president, Ventres was elected president and COO of Borden, Inc. He became CEO in 1986 and chairman in 1987. Under his direction, Borden strengthened its position as the world’s largest dairy company. He led the company in a spurt of targeted acquisitions that increased sales more than 50 percent.

* Deceased
Henry Viscardi, Jr.*
Class of 1983
Founder and President Emeritus
Human Resources Center

The son of an Italian barber, Hank Viscardi was born in 1912 with what doctors called “arrested development of the lower limbs.” He spent the first six years of his life in the hospital undergoing many corrective surgeries and painful traction. Viscardi worked his way through Fordham University. At the age of 27, he was fitted with his first artificial legs. During World War II, he served as a field-service officer for the Red Cross, where he worked with amputees. By 1947, he was director of personnel of Burlington Mills, but he noticed others with physical disabilities were unable to find employment. In 1952, he founded Abilities, Inc., where he trained and found employment for disabled adults. In 1962, Viscardi founded the Human Resources School, which was dedicated and renamed after him in 1992.

Peter Volid*
Class of 1958
Chairman of the Board
King Korn Trading Stamp Company

Peter Volid, the son of poor immigrant parents, started selling newspapers at the age of six. When he was 10, he worked as a Western Union messenger boy in Chicago’s Loop district. At 15, he quit school so that he could make more money to help support his family. He worked as an errand boy in a food plant and later as a grocery store clerk. After four years he became a salesman for the Brillo Company. He later used his savings to go into business for himself, founding the Fireside Marshmallow Company. When he had built the firm into the second largest of its kind, he sold his interests and retired. However, he soon became restless and started the King Korn stamp venture, which turned into a multimillion-dollar business. He was also national chairman of the Supermarket Division of the Muscular Dystrophy Association of America.

Louis S. Vosburgh*
Class of 1965
Chairman of the Board, Lincoln Extension Institute

Louis Vosburgh started life in a log cabin in northern Michigan. He worked on the family farm and attended a one-room country school. His mother died when he was 14. Vosburgh attended high school for only a few months, but a correspondence course in electrical engineering enabled him to work as an electrician for $1.50 a day. Vosburgh later became a home-study education sales representative and advanced to district supervisor and general field superintendent. He founded the Lincoln Extension Institute in 1922 and was the co-founder and organizer of the National Home Study Council. In 1958, President Eisenhower cited him for his contributions to the President’s Committee on Education Beyond the High School.

Hicks B. Waldron
Class of 1985
Chairman of the Board & Chief Executive Officer
Avon Products, Inc.

Born in 1923 in Amsterdam, New York, Hicks Waldron attended Green Mountain College, a two-year school, on a football scholarship. He finished his college education at the University of Minnesota, where he earned a degree in mechanical engineering. He spent two years in the Navy and then joined General Electric. By 1971, after 25 years with General Electric, Waldron was made an executive vice president. In 1973, he became president of Heublein. Shortly thereafter, his wife died of cancer and, one year later, his son was killed in a car accident. Waldron fell seriously ill and was hospitalized for six months. Buoyed by his faith and the positive attitude of his second wife, Evelyn, he recovered. Waldron revitalized Heublein and served as chairman and CEO of Avon Products, Inc., before retiring in 1988. He went on to co-found and chair Boardroom Consultants.

* Deceased
Born in 1910 in Long Eaton, England, Eric Walker earned his undergraduate degree from Harvard University in electrical engineering. At Harvard, he also earned a master’s in business administration and a doctorate in general science and engineering. During World War II, he served as associate director of the Underwater Sound Laboratory, located on the campus of Pennsylvania State University. After the war, Walker remained at Penn State, becoming head of the Department of Electrical Engineering. He was named dean of the College of Engineering and Architecture in 1951. Five years later, he became vice president for research. In 1956, he was named president of the university. During his tenure, Penn State increased its student population from 13,000 to 40,000, becoming one of the largest universities in the country. He also directed the creation of the Milton S. Hershey Medical Center.

Born in a Chicago ghetto, Henry Walter left school after the eighth grade to help support his family. He ultimately graduated from Northwestern University and the Walton School of Commerce by attending night school for 11 years. Hard work made it possible for him to go from office clerk in 1921 to president of Gerrard Steel Strapping Company in 1934. U.S. Steel Corporation acquired Gerrard in 1936, and Walter stayed on as president of the division. He remained in that position until he retired in 1957. During his retirement, Walter devoted himself to raising funds for philanthropic causes. He raised more than $23 million dollars for non-profit institutions such as Michigan State University, Elmhurst College, United Cerebral Palsy, and various Lutheran institutions. In addition, he led campaigns to raise millions for the Illinois Masonic Medical Center and for the Lincoln Park Zoological Society of Chicago.

Born in Lewes, Delaware, in 1922, Walter moved with his family when he was a baby to Tampa, Florida. With $400 savings and the rest borrowed from his father, he bought a house for $895, which he moved and sold for a profit. He saw a need for post-war affordable housing and launched his home-building business. Less than 15 years later, the company had assets of more than $100 million and had built nearly 75,000 houses. In 1955, the company went public as Jim Walter Corporation. In the early 1960s, Walter began to diversify and broaden his business to include building materials, a full line of pressure pipe and fittings, products for commercial and industrial markets, and a California savings and loan operation. He later sold his company for more than $2 billion.

Sam Walton was born in 1918 in Kingfisher, Oklahoma, but soon moved to Missouri, where he became the youngest Eagle Scout in the state’s history. He attended the University of Missouri in Columbia, where he majored in economics. While there, he waited tables in exchange for meals. After graduation he became a management trainee with JC Penney in Des Moines. During World War II, he served with the Army Intelligence Corps and earned the rank of captain. In 1945, Walton used his savings to buy a Ben Franklin variety store in Newport, Arkansas. He pioneered the practice of discounting his merchandise by buying wholesale goods from the lowest priced supplier. In 1951, he opened Walton’s Five and Dime in Bentonville, Arkansas. In 1962, he opened his first Wal-Mart in Rogers, Arkansas. Today Wal-Mart is the world’s largest retailer. In 1998, Time magazine included him on its list of 100 most influential people of the 20th century.

* Deceased
Ronald C. Waranch  
Class of 2003  
Founder/Owner, Villa Pacific Building Company

Born in 1931 in Gettysburg, Pennsylvania, Ron Waranch was the son of a Lithuanian immigrant. When he was two, Waranch moved with his family to Corpus Christi, Texas, where his father entered the oil supply business. But when that business failed, his father never worked again. Waranch worked as a delivery boy and had a paper route to help with finances. He earned a degree in accounting from North Texas State College (now the University of North Texas), working his way through as a riveter for an aircraft company. He served with the Marines during the Korean War and then joined Arthur Young & Company. He later worked as controller for Pan American Sulphur Company. Waranch joined Trousdale Construction, a builder in Los Angeles, and became the company’s executive vice president. He was named president in 1967. In 1972, he started Villa Pacific Building Company, which became a dominant home builder in Southern California.

John H. Ware*  
Class of 1957  
Chairman of the Board, American Water Works Company

John Ware was in business for himself while still in grammar school in Philadelphia, where he made minor electrical repairs in neighborhood homes. His reputation as a young genius with electricity brought him more work than he could handle in his spare time, and he quit school to go into business on a full-time basis. His business flourished and by the age of 39 he had earned enough money to retire. However, his managerial talents in the utilities field attracted nationwide attention. Soon, he was asked to take over the management of a water company that was in financial difficulty. He put the company back on its feet and found himself involved in a new career. Ware became chairman of the board of Northeastern Water Company and of American Water Works Company, the two largest privately owned waterworks systems in the world, with more than 4 million customers in 20 states.

John C. Warner*  
Class of 1964  
President, Carnegie Institute of Technology

John Warner began working at age eight, after his father’s death left his family with no income. Through a combination of work, loans, and scholarships, he earned a degree at Indiana University. He worked in Philadelphia as a chemist during the summer of 1918, earning money to complete his undergraduate work. He earned a master’s degree in 1920 and a Ph.D. in 1923. He then went on to the University of Michigan for postdoctoral study in physics. Following research jobs with oil companies in Tulsa and Fort Worth in the early 1920s, he accepted a position as an instructor in chemistry at the Carnegie Institute of Technology in Pittsburgh. He advanced through the academic ranks to professor of chemistry and headed that department from 1938 until 1949. During World War II, he supervised research on the chemistry and metallurgy of plutonium for the Manhattan Project. He was appointed president of the Carnegie Institute in 1950.

Harold Warp*  
Class of 1979  
Founder, Flex-O-Glass, Inc.

Harold Warp was born in 1903 to Norwegian immigrants who were pioneers and homesteaders. The youngest of 12 children, Warp was only three when his father died. His mother worked the farm and traded produce for family needs until she died when Warp was 11. He was sent to live with various families until high school, when he moved in with an older brother. By the time he graduated, he had written a cookbook for home economics teachers that he printed himself and sold by mail order. After three years of experiments, Warp developed Flex-O-Glass, a material that could be tacked onto chicken houses to keep them warm throughout the winter. He moved to Chicago to start a factory and his business boomed after the government approved his product. In 1953, Warp founded Pioneer Village, which he dedicated to his parents and all homesteaders who settled the Plains states.

* Deceased
Dennis R. Washington  
*Class of 1995  
Chairman, Washington  
Corporations

Dennis Washington was born in Spokane, Washington, in 1934, but he moved with his family to Missoula, Montana, when he was very young. When he was eight, Washington contracted polio, but made a good recovery. Following World War II, Washington's parents divorced. He lived with several relatives, finally settling with his grandmother in Missoula. He worked in his uncle's construction company and was made vice president by age 26. Three years later, with a loan from a Caterpillar dealer, Washington started his own construction business. By 1969, he was the largest contractor in Montana; within 10 years Washington Construction was listed among the nation's largest. Washington branched into mining, dam building, railroads, and marine shipping. Today, Washington Companies includes the largest privately owned railroad in the United States and the largest marine transportation company in Canada.

Thomas J. Watson*  
*Class of 1953  
Chairman of the Board,  
International Business Machines

Thomas Watson was born in Campbell, New York, in 1874. He had many jobs in his early adult years, including teacher, accountant, and salesman. As a young adult, he became a successful salesman for the National Cash Register Company. He worked there for 18 years, rising to general sales manager. In the spring of 1914, he was chosen to head the Computing-Tabulating Recording Company, which evolved into the International Business Machines Corporation (IBM). When he became president of the company, it had fewer than 400 employees. Under his inspired leadership, IBM owned or leased more than 90 percent of the tabulating machines in the United States. Watson oversaw IBM’s growth into an international force from the 1920s to the 1950s. He later served as president of the International Chamber of Commerce.

Herbert J. Watt*  
*Class of 1964  
President, Peabody Institute

In 1902, 11-year-old Herbert Watt came to the United States with his parents from Londonderry, Ireland. He worked as a stable boy in Philadelphia for 25 cents a day. He eventually left the stables to become an office boy with a law firm. During this time, he took courses at night. After five years at the law firm, he took a better paying job as a clerk with U.S. Steel Corporation in Philadelphia. He quickly became a salesman and steadily moved up through the organizational ladder. When he left U.S. Steel in 1955 to become president of the Canton Railroad in Baltimore, he was assistant vice president in charge of U.S. Steel's western sales. He resigned from the railroad when he reached retirement age in 1960 and became president of the no-profit Peabody Institute, which housed a famous conservatory and reference/research library.

Arthur Weisenberger*  
*Class of 1951  
President, Arthur Weisenberger,  
Inc.

Arthur Weisenberger was a mutual fund expert and owned a major institutional brokerage firm.
Lawrence Welk*
Class of 1967
Conductor and Entertainer

One of nine children, Lawrence Welk was born in 1903 in Strasburg, North Dakota. He lived in a sod farmhouse with his immigrant parents, where they only spoke German. As a youngster, Welk learned to play the pearl-keyed accordion brought from the old country by his father. He studied music after school and eventually formed an orchestra in Aberdeen, South Dakota. For years he played one-night stands. At the William Penn Hotel in Pittsburgh he developed a style of music called “champagne music” after a patron suggested that his music was “light and bubbly, like champagne.” He spent the 1940s directing his orchestra in hotels and then moved to Los Angeles to produce “The Lawrence Welk Show” for television, which debuted in 1955. He retired from the show in 1982.

Leslie T. Welsh*
Class of 1984
President, Leslie T. Welsh, Inc.

Leslie Welsh was born on an Illinois farm in 1922. His mother died of appendicitis when he was nine years old. At age 15, a piece of farm equipment so badly mangled his arm that it had to be amputated. Despite his handicap, Welsh was awarded All-State Honorable Mention as an offensive guard on the football team. He attended the University of Illinois, where he held a variety of jobs. Upon graduation, Welsh joined Arthur Anderson & Co., where he worked for 20 years and eventually became a partner. In 1963, Welsh left the company to purchase the then-bankrupt Boyt Harness Company in Iowa Falls, Iowa. He merged Welsh Sporting Goods with Boyt Harness. Other companies were added to form Studebaker-Worthington, Inc., of which Welsh became president. In 1978, the company was listed #160 on the Fortune 500 list of traded companies. The company was sold in 1979.

Anthony Welters
Class of 1998
Chairman & CEO, AmeriChoice Corporation

President and CEO, AmeriChoice, a UnitedHealth Group Company

Born in Harlem and raised in the tenements, Anthony Welters slept with his three brothers in bunk beds behind a curtain in the living room. When Welters was eight, his mother died. He won admission to Stuyvesant High School and then attended Manhattanville College on a scholarship and double majored in political science and economics. He earned his J.D. degree from New York University Law School. He became a staff attorney for the Securities and Exchange Commission in 1977. In 1981, he became Amtrak’s director of federal affairs and rose to assistant vice president of corporate development. He later served as a senior advisor to Elizabeth Dole when she became Secretary of the U.S. Department of Transportation in 1983. In 1988, Welters organized a private firm called AmeriChoice Corporation, a business unit of UnitedHealth Group, which serves more than 1.3 million beneficiaries of government health care programs in 16 states.

Carl H. Westcott
Class of 2003
Westcott LLC

Carl Westcott was born in 1939 in Vicksburg, Mississippi. His father had only a second grade education and was unable to read or write. Westcott lived with his parents and five sisters in a house with no plumbing. At the age of eight, Westcott sold newspapers in Vicksburg. He had several brushes with local police for juvenile delinquency and was sent to the Columbia Training School, a state institution. The school offered Westcott clean clothes, three daily meals, and structure for the first time in his life. He worked on the school’s farm and then joined the Army, where he became a paratrooper. After the Army, he became a car salesman and went on to build a chain of franchised dealerships. In 1983, he bought the NBC television station in Tyler, Texas, and began selling his car dealerships. He founded Westcott Communications, which produced televised job training programs in 18 fields. This company was sold in 1996.

* Deceased
Grover Whalen was a politician, businessman, and public relations guru in New York City in the 1930s and 1940s. He served as chief of police of New York City, where he was known to be a strict enforcer of prohibition laws. He was later appointed by Fiorello La Guardia as New York's official greeter. In this capacity, in which he served until the early 1950s, he officially welcomed everyone from Charles Lindbergh to Douglas MacArthur to New York and became master of the ticker tape parade. In 1935 he became president of the New York World Fair Corporation. In this capacity, he was placed on the cover of *Time* magazine on May 1, 1939.

Frederic Whitaker was born in 1891 to English immigrant parents in Providence, Rhode Island, where his father worked as a silversmith. At age 14, Whitaker worked 60 hours a week in a fireworks factory. He became an apprentice in a metalwork designing room and went on to become a designer for Gorham, Silversmiths, and Tiffany. He attempted several unsuccessful business ventures before succeeding in the distribution of religious articles. He established New York and Chicago offices for his business. He retired in 1948 and began to pursue his interests in the fine arts and painting. In 1943, he founded Audubon Artists, Inc., and in 1961 the Council of American Artist Societies. His artwork is represented in 32 museums, including the Metropolitan Museum of Art. Whitaker's work won more than 150 exhibition prizes, and he was awarded medals for service to the arts.

Edward White was born in Cambridge, Massachusetts. A bright student, he skipped a grade and pursued an accelerated academic program at Tufts University. He began working at age 13, selling newspapers in downtown Boston. His mother died when he was 14, and he was left on his own most of the time. He graduated from Tufts at the age of 19 with a degree in engineering. He continued as a research assistant, working on one of the two earliest electronic computers in history. White spent four years at ITT, where he discovered a need for mechanisms for the analog computer. In 1951, at the age of 23, he set up shop in a garage to make those mechanisms. His company, Bowmar Instrument Corporation, introduced the first pocket calculator, the Bowmar Brain, in 1971. It was an instant success. In 1988 his company merged with another and is now called White Electronic Designs.

One of seven children, Ernest Wilkinson grew up on the outskirts of Ogden, Utah. In high school he attended Weber Academy, which later became Weber College. After serving in the Army for a year during World War I, he returned to Utah and earned a degree at Brigham Young University in 1921. He taught English and public speaking at Weber College. Later, he attended George Washington University Law School, from which he graduated at the head of his class. He earned a J.D. on a scholarship at Harvard Law School. For several years, he practiced law in New York City and taught at the New Jersey Law School. In 1935, he organized his own law firm, in Washington, D.C. In 1951, Wilkinson became president of Brigham Young University. In 20 years, he built it into the largest religion-affiliated university in the United States.

* Deceased
Jackie Williams was born in rural Georgia, where he helped his father with their farm. He paid his way through college at Georgia Southern University by selling cars part time. While still a student, he started a mobile home business in Athens, Georgia, where he continued his education at the University of Georgia. He borrowed $7,000 to buy three mobile homes and started what eventually became AAA Enterprises. From this meager beginning in 1958, AAA Enterprises became the nation’s largest franchiser of mobile homes. Unfortunately, Williams’ company went bankrupt in the mid-1970s. Williams started over, however, and is today successfully involved with mergers and acquisitions.

Charles Wilson was born in Minerva, Ohio, in 1890. After earning a degree from the Carnegie Institute of Technology in 1909, he joined Westinghouse in Pittsburgh. In 1919, he joined Remy Electric, a General Motors subsidiary, as chief engineer and sales manager. He became president of General Motors in 1941. During World War II, he directed the company’s large defense production effort, which earned him a U.S. Medal of Merit. In 1953, President Eisenhower named him as Secretary of Defense. In 1957, Wilson returned to his home in Michigan, where he attended to business and family affairs.

The son of a former rodeo cowboy, David Wilson was born in 1947 in Traer, Iowa. During high school, he worked at the local grocery store. He worked his way through the University of Northern Iowa pumping gas and selling shoes at Montgomery Ward. He also worked in a steel foundry and then joined the service department of a car dealership. Wilson graduated with a degree in religion and philosophy in 1970. He became the sales manager of the dealership he worked in during school and then moved to Phoenix, where he eventually became a partner in a Lincoln/Mercury dealership. In 1983, he moved to Orange, California, as the general manager and vice president of the Toyota dealership there. Within two years he had more than quadrupled the business. He then bought the dealership. Six years later, he was awarded the first Lexus franchise in the United States. Today, the Wilson Automotive Group includes 12 dealerships.

One of 23 children, Huey Wilson was born in 1928 on a farm in Norco, Louisiana. At 18, he entered the Army Air Corps, where he became interested in the jewelry trade through a friend. Wilson put himself through trade school in Kansas and then opened a small jewelry and watch repair shop in Louisiana. He later went to work for an established jeweler in Baton Rouge. In 1949, he opened his own shop in Baton Rouge. In 1956, Wilson began using the discount merchandising philosophy, providing quality jewelry at prices below those of traditional jewelry stores. In 1958, he opened his first catalog showroom in Baton Rouge. When Wilson sold the company in 1985, he had 80 showrooms in 46 cities from the Atlantic seaboard to Colorado. It was the third largest company in the catalog showroom industry.

* Deceased
Kemmons Wilson*  
Class of 1970  
Chairman of the Board, Holiday Inns, Inc.

Oprah Winfrey  
Class of 1993  
Chairman and Chief Executive Officer, Harpo Entertainment Group and Harpo Productions, Inc.  
Chairman and Chief Executive Officer, Harpo Inc.

Harry Winokur*  
Class of 1965  
Founder and Chairman of the Board  
Mister Donut of America

Elmer Winter  
Class of 1967  
Co-Founder & President, Retired, Manpower, Inc.

Born in 1913, in Osceola, Arkansas, Kemmons Wilson was nine months old when his father died. Subsequently, Wilson and his mother returned to her hometown of Memphis, Tennessee. Wilson dropped out of school to help support his mother. In 1933, Wilson ventured into construction, building his first house for his mother for $1,700, plus $1,000 for the land. He later borrowed against that house to start a jukebox distribution business, and later became the owner of several movie theaters. He served as a pilot during World War II and flew 65 missions. In 1951, he saw a potential market for affordable family motels. He opened the first Holiday Inn in 1952. By 1964, he had opened more than 500 Holiday Inns and within 20 years he and his partner, real estate developer Wallace Johnson, were overseeing the largest hotel-motel operation in the world.

Oprah Winfrey was born in 1954 in Kosciusko, Mississippi, where she spent her early years on her grandmother’s farm. Despite a difficult childhood, Winfrey overcame the obstacles in her life to finish high school and later graduate from Tennessee State University, where she majored in speech communications. She worked during college and, at age 19, became the youngest and first black woman to anchor the news at WTVF-TV in Nashville. In 1976, she became co-anchor of the six o’clock news in Baltimore and then co-host of their local talk show, “People Are Talking.” In 1984, Winfrey moved to Chicago to host “AM Chicago,” which became the number one talk show within a month. In less than a year, the show expanded to one hour and was renamed “The Oprah Winfrey Show,” which has become the highest rated talk show in history. She is also an Academy Award nominated actress and magazine publisher.

Harry Winokur was one of four sons from a poor family in Boston, Massachusetts. At eight, he began working in his father’s grocery store and later also sold newspapers. After graduating from high school, he worked while taking correspondence courses and at 25 became a certified accountant. Seeing opportunities in the food business, he abandoned accounting during World War II and opened a catering business to feed factory workers. Observing that coffee and donuts were in demand, he opened a donut shop in 1949. He eventually built Mister Donut into one of the largest chains of drive-in donut shops in the country, with more than 600 shops. After selling the company in 1970, Winokur stayed on to help steer expansion to more than 800 shops.

Elmer Winter was born in Milwaukee, Wisconsin, in 1912. In 1929, he enrolled at the University of Wisconsin, where he earned a degree in economics. He went on to the University of Wisconsin Law School, receiving his degree in 1935. He worked as a tax editor in Chicago before returning to Milwaukee to practice law with his brother-in-law, Aaron Scheinfeld. In 1948, Winter and Scheinfeld hit upon the idea of a temporary labor force. They named their part-time program Manpower Inc. and opened a small storefront office in downtown Milwaukee. The success of the company soon led them to open offices in other cities both around the country and around the world. By the time he retired in 1976, Winter had opened Manpower offices in 20 countries. Today, the company has more than 4,300 offices in 72 countries and is one of the largest employers in the United States.

* Deceased
Sidney D. Wolk
Class of 1999
Founder, Chairman & CEO, The Cross Country Group

Benjamin H. Wooten*
Class of 1959
President, First National Bank of Dallas

Leslie B. Worthington*
Class of 1966
President, U.S. Steel Corporation

Michael W. Wright
Class of 1999
Chairman, President & CEO, SUPERVALU INC.
Chairman and CEO, Retired, SUPERVALU INC.

* Deceased

The son of Russian immigrants, Sidney Wolk grew up in Boston. He sold newspapers as a boy and later attended Boston Latin School. Throughout high school he worked as a stock boy, bus boy, waiter, and ice cream truck driver. He earned a degree in business administration from Boston University and then worked as a traveling salesman for a New England furniture company. He later opened a mattress retail store using his parents' furniture as collateral. After selling that business, he worked his way up to top salesman with Nationwide Insurance. He went on to found his own insurance premium finance company, which ultimately led to the creation of his current enterprise. The Cross Country Group includes five customer service-oriented businesses that specialize in providing different types of emergency and other assistance services to customers around the country. It is one of the largest privately held groups of its kind in the country.

Benjamin Wooten was born and reared on a small East Texas farm near Timpson. As a youngster, he helped scratch out a living from the farm and wore homemade clothes. He picked cotton and when he got old enough to handle a saw, he worked with his father cutting cordwood for cotton gin operators. His first regular job was with a pipe line surveying crew. He paid for his first pair of trousers by picking and selling peanuts. He trudged three miles to a country store with a rooster under his arm and sold it for 15 cents. After graduation, Wooten served in the Army and was a school teacher for a short period after World War II. In 1945, he became vice president of the Republic National Bank of Dallas. In 1950 he became president of the First National Bank.

Born in England in 1902, Leslie Worthington came to America with his mother at the age of five to join his father, who had been working in the coal fields of Illinois. Throughout his school days, Worthington worked in a general store. He received a full scholarship to the University of Illinois. In 1923, he became a sales trainee and quickly rose through the sales ranks in U.S. Steel subsidiaries in Chicago, St. Paul, Detroit, and Pittsburgh. In 1942, he entered general administration, where he served as president of the U.S. Steel Supply Division. In 1959, he became president and chief administrative officer of U.S. Steel. During his tenure, Worthington finished the long process of consolidation, which transformed U.S. Steel from a holding company to an operating company.

Michael Wright was born in 1938 in Minneapolis to working class parents. In grade school he worked as a pot washer at the local bakery. Other childhood jobs included paper boy, golf caddie, and grocery bagger. During his last three years in high school he worked for the power company on an overhead line crew. He attended St. Thomas Academy in high school, where he starred in football and basketball. He attended the University of Minnesota on a scholarship. He captained the football team there and was an Academic All-American. In 1963, he earned a law degree and practiced with a prominent Minneapolis firm before joining the Army in 1964. In 1977, he joined SUPERVALU as a senior vice president. Eighteen months after joining the company, Wright was made president and COO. By 1981, he was CEO and, in 1982, added the title of chairman of the board. SUPERVALU is a grocery retailer with 2,500 stores nationwide.
Born in 1934, Sam Wyly began working at an early age, helping his parents publish a weekly newspaper in Delhi, Louisiana. He worked his way through Louisiana Tech and then earned a scholarship to the University of Michigan’s graduate school. After receiving his MBA in 1958, he joined IBM’s Service Bureau Corporation. He later became an area sales manager for Honeywell, establishing their computer business in Dallas and Oklahoma. At 28, with $1,000 and three customers, Wyly founded University Computing Company (UCC), which provided computer services to engineers, scientists, and researchers. He began investing in other companies, including Bonanza Steak Houses. He served as Bonanza’s chairman for 20 years and then sold that interest to become chairman of Sterling Software. Wyly also owns and serves as chairman of Michaels Stores, Inc., the nation’s largest specialty retailer of arts and crafts materials.

Minoru Yamasaki was born in 1912 in Seattle, Washington. He worked five summers in an Alaskan salmon cannery to earn his tuition to the University of Washington. In 1934, he earned a master’s in architecture at New York University and then worked for the architecture firm that designed the Empire State Building. In 1951, he and two colleagues formed a firm and designed the Lambert-St. Louis Municipal Air Terminal, which set the standard for a number of airport buildings designed by top architects around the country. The U. S. State Department commissioned him to build a new consulate in Kobe, Japan. In the years to come, his services were much in demand. Yamasaki is best known for building the Port Authority’s $270 million World Trade Center. It took seven years to complete and was destroyed by terrorists on September 11, 2001.

The youngest of nine children, Michael Yanney was born during the Depression in Kearny, Nebraska. When Yanney was 11, his father suffered a series of strokes and died. Yanney went to work to help his mother. He began driving at age 12 so that he could take her garden vegetables to market. He was elected Nebraska's No. 1 Teen Leader and became Lt. Governor of Boys State. Yanney attended Kearney State Teachers College (now the University of Nebraska). He graduated in 1955 with a degree in business and then went into the Army. During that time, he took correspondence courses through the American Institute of Banking. He joined the National Bank of Omaha in 1960. In 1977, he started his own bank, which grew to three branches. In 1984, he founded America First Companies, which has become one of the largest private investment banking firms in the Midwest.

Charles E. Yeager was born in 1923 in Lincoln County, West Virginia. In 1941, he graduated from high school and immediately enlisted in the Army Air Corps as a private. His excellent coordination and vision helped him be selected as a fighter pilot. Based in England, Yeager flew eight combat missions before being shot down over France, but he was helped to safety by the French underground, returned to his squadron, flew 56 more combat missions, and shot down 13 aircraft. At the end of the war, Yeager was assigned to Wright Field in Ohio, the center of aviation technology. He became a test pilot and broke the sound barrier in 1947. In 1953, he became the first man to fly two and one-half times the speed of sound. Later, as a brigadier general, he served in Europe and then in Asia as the United States Defense representative to Pakistan.
Adam Young*  
**Class of 1957**  
**President, Young Television Corporation**

Born in 1914, and the oldest of eight children, Adam Young left school when he was 15 to work full time. He became a page at NBC, which brought him into daily contact with the greatest show-business personalities of the day, such as Rudy Vallee, Fred Allen, and Jack Benny. When NBC moved to its current location at Rockefeller Center, Young became their first tour guide. After working in NBC’s research department, Young left to join a New York advertising agency. Two years later, he joined a firm representing radio stations in the United States and Canada. He became sales manager and developed an expertise for the Canadian radio market. In 1944, he opened his own firm with just two clients, but they were the two largest radio stations in Canada. Within two years, his company represented 50 Canadian stations. In 1984, he and his son Vincent founded Young Broadcasting, Inc., which owns 12 television stations.

Robert R. Young*  
**Class of 1947**  
**Chairman, New York Central Railroad**

Robert Young was born in Texas in 1897. His mother died when he was 10, and soon thereafter, he was sent to Culver Military Academy in Indiana. He graduated at the head of his class in 1914 and entered the University of Virginia. He left school before the end of his sophomore year to work as a powder-cutter at the DuPont gunpowder plant in New Jersey, and worked his way up to the treasurer’s office. In 1922, he joined General Motors as assistant treasurer. He predicted the 1929 stock market crash and netted a fortune selling his GM stocks short of their earlier value. In 1931, with one truck and $225 in borrowed capital, he founded a wholesale drug company, Zahn Drug Company. He sold 20 products and used the bedroom of his small apartment as a stockroom. By 1976, the business had 2,000 employees and sold $57 million in drugs. Zahn once said, “Success rests on a limitless outlook. The man who puts a ceiling on his aspirations will seldom reach it.” In 1973, Zahn’s son was kidnapped and held for a $1 million ransom. Fortunately, Melvyn Zahn escaped and went on to head his father’s company.

Louis Zahn*  
**Class of 1957**  
**President, Zahn Drug Co.**

Louis Zahn was born in 1909 in Konigsberg, Germany. He came to America with his parents a year later. The family lived in Detroit, Houston, and Denver before settling in Chicago. At the age of six, he sold chewing gum to car salesmen and customers on Chicago’s “automobile row.” In 1931, with one truck and $225 in borrowed capital, he founded a wholesale drug company, Zahn Drug Company. He sold 20 products and used the bedroom of his small apartment as a stockroom. By 1976, the business had 2,000 employees and sold $57 million in drugs. Zahn once said, “Success rests on a limitless outlook. The man who puts a ceiling on his aspirations will seldom reach it.” In 1973, Zahn’s son was kidnapped and held for a $1 million ransom. Fortunately, Melvyn Zahn escaped and went on to head his father’s company.

Adolph Zukor*  
**Class of 1953**  
**Chairman, Paramount Pictures Corporation**

Adolph Zukor was born in Hungary in 1873. He immigrated to America when he was 16 and enrolled in night school to study English and American business methods. His first job was in a fur store, but by 1892 he was able to borrow money on his reputation and opened his own fur business. He later sold his fur interests and began a chain of penny arcades. In 1912 he established Famous Players in Famous Plays to distribute a French film that starred Sarah Bernhardt. The following year, he produced *The Prisoner of Zenda*. After that, the studio evolved into Paramount Pictures, of which Zukor served as president until 1936. He became one of the greatest film moguls of all time, as well as an accomplished director and producer. He was the first to organize production, distribution, and exhibition within a single company. He retired from Paramount as chairman in 1959 and died in 1976 at the age of 103.

* Deceased
# NATIONAL SCHOLAR HONOR ROLL

**RECIPIENTS of NATIONAL SCHOLARSHIPS 1984 - 2007**

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<tr>
<td>Timothy M. Hutcherson</td>
<td>Hayden High School, Hayden</td>
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<td>Connie C. Lee</td>
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Procession of National Scholars during the 1997 Awards Induction Ceremony. *Photograph courtesy of Thomas L. Harken ('92)*
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Andrea Boyer Orth
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Amanda Bartmier Wright
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Joany M. Doran Lowry
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Pasha L. Robbins Livingston
Karen Newcom Harmon
Karissa C. Coleman
Clint Elcan III
David Goff
Karla Daniels
Staci Carroll Cornell

CALIFORNIA
Jessica T. Acosta
Zhanette H. Coffee

Blanca E. Ruiz-Moreno
Sarah Marie Joslin
Amy E. Scott
Sarah Lewis
Adelita E. Martinez
Lisa Hanley
Lisa Rowe
Renee Cutler Dodge, MD
Timothy Charles Browne

Blanca E. Ruiz-Moreno Arcadia High School, Phoenix 2000
Sarah Marie Joslin Round Valley High School, Springerville 1999
Amy E. Scott Payson High School, Payson 1998
Sarah Lewis Yuma High School, Yuma 1997
Adelita E. Martinez Tempe High School, Tempe 1995
Lisa Hanley Mesa High School, Mesa 1992
Lisa Rowe Chandler High School, Chandler 1990
Renee Cutler Dodge, MD Saguaro High School, Tucson 1988
Timothy Charles Browne Saguaro High School, Tucson 1986

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Bobby G. Lowe County Line High School, Branch 2007
Ahzahdeh Neshat Jonesboro High School, Jonesboro 2007
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Daniel B. Campbell Mountain Home High School, Mountain Home 2005
Jessica D. Floyd Van Buren High School, Van Buren 2005
Sara E. Graves Piggott High School, Piggott 2004
Matthew F. Terrell Northside High School, Fort Smith 2004
James Drew Richardson Harmony Grove High School, Camden 2003
Tara Jade Winton Piggott High School, Piggott 2003
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Karen Newcom Harmon Marion High School, Marion 1997
Karissa C. Coleman Camden-Fairview High School, Camden 1996
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David Goff Springdale High School, Springdale 1993
Karla Daniels Arkadelphia High School, Arkadelphia 1992
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### CONNECTICUT

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Corey L. Thomas Manchester
Elizabeth A. Stagis Plainville High School, Plainville
Brian W. Zavisza Suffield High School, Suffield
Baokhanh Nguyen E.O. Smith High School, Storrs
Cleve W. Williams The Bridge Academy, Bridgeport
Christy E. Killion Wolcott High School, Wolcott
Megan P. Booth Fairfield High School, Fairfield
Emily E. Greenhalgh Dodge Plainfield High School, Central Village
Jennifer M. Ng’andu New London High School, New London
Alexander B. Lutzky Joel Barlow High School, Redding
Jennifer D. White Weaver High School, Hartford
Deborah DeLeo East Hartford High School, East Hartford
Alexander Santiago Bulkeley High School, Hartford
Marissa Muller E.O. Smith High School, Storrs
Mary Thiele Farrell Fairfield High School, Fairfield
Hector Acevedo Weaver High School, Hartford

DELAWARE

Cristie M. Happekotte Sussex Central High School, Georgetown
Susan M. Werline Concord High School, Wilmington
Kimberly Wright Cape Henlopen High School, Lewes
Vincenza M. Githens Thomas Mckean High School, Wilmington
Amanda K. Mason Cape Henlopen High School, Lewes
Joshua D. Wolford Sussex Technical High School, Georgetown
Ali Mahmood Sussex Technical High School, Georgetown
Megan M. Seek Sussex Central High School, Georgetown
Matthew A. Werline Concord High School, Wilmington
Charles C. Chunn Cape Henlopen High School, Lewes
Charles A. Davis Milford High School, Milford
Jerome W. Joynes Saint Marks High School, Wilmington
Laura Catherine Barnes Sussex Technical High School, Georgetown
Sylvana Rene’ Johnson Sussex Technical High School, Georgetown
Michelle R. Brittingham Gutierrez Sussex Central High School, Georgetown
Terry L. Upshur, Jr. Cape Henlopen High School, Lewes
Nora R. Smith Cape Henlopen High School, Lewes
Tara Whetstone Brandywine High School, Wilmington
Catherine D. Asem Glasgow High School, Newark

DELAWARE

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**DISTRICT OF COLUMBIA**

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Clifton Amos McEachern High School, Powder Springs 1989
Nelson May Towers High School, Decatur 1987
Andrew Bachman McEachern High School, Powder Springs 1986
Richard Van Cain Towers High School, Decatur 1985

HAWAII
Joshua D. Sanchez James Campbell High School, Ewa Beach 2007
Elijah B. Sanchez Aiea High School, Aiea 2006
Casey J. Proud Punahou School, Honolulu 2005
Mazie Tsang Sacred Hearts Academy, Honolulu 2004
Michael J. Foley H.P. Baldwin High School, Wailuku 2002
Aimee F. Cama Hilo High School, Hilo 2001
Lani B. Chu Sacred Hearts Academy, Honolulu 1999
Cara M. Perlman Kauai High School, Lihue 1999
Monica K. Suematsu Aiea High School, Aiea 1998
Krystal Kim Fujishige Governor Wallace Rider Farrington High School, Honolulu 1997
Farren L. Herron-Thorpe Waiakea High School, Hilo 1995
Christine Eslit Radford High School, Honolulu 1994
Margaret Li Moanalua High School, Honolulu 1993
Tiffini Hercules Kalaheo High School, Kailua 1992
Jeffrey Renaud Kahuku High School, Kahuku 1991
Anmay Lam Kailua High School, Kailua 1990

IDAHO
Jesselyn K. Madsen Kellogg High School, Kellogg 2007
Zachary P. Mayne Kootenai Jr-Sr High School, Harrison 2006
Xanthy J. Howard Caldwell Senior High School, Caldwell 2005
Brandee R. Gregory Centennial High School, Boise 2004
Brittney Rae Summers Idaho Falls High School, Idaho Falls 2003
Suzanne Boone Munk Bonneville High School, Idaho Falls 2001
Emily Browne Keller Hillcrest High School, Idaho Falls 1999
Dana D. Kinzer Martin Highland Jr./Sr. High School, Craigmont 1998
December Ariwite Blackfoot High School, Blackfoot 1997
Tracy Follett Bonneville High School, Idaho Falls 1997
Hyrum P. Nielsen Hillcrest High School, Idaho Falls 1996
M. Cynthia Davidson Stump Coeur D’Alene High School, Coeur D’Alene 1996
Jeremiah Daniel Weiser High School, Weiser 1995
Mathew Winward Preston High School, Preston 1994
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Laureen Lund Endter  Community North High School, Downers Grove  1986
Luz Palacio  Waukegan East High School, Waukegan  1986
Amy Gordon Brunswick  Mattoon High School, Mattoon  1985

**INDIANA**

Summer M. French  Seymour High School, Seymour  2007
Anthony W. Millhouse  Angola High School, Angola  2007
April Evans  North Central High School, Indianapolis  2006
Nyoka K. Walsh  Elwood Community High School, Elwood  2006
Lowell D. Caulder  Canterbury School, Fort Wayne  2005
Brittanie M. Wilczak  Morton Senior High School, Hammond  2005
Gregory J. Ross  Merrillville Senior High School, Merrillville  2004
John Michael Jones  W. William Borden High School, Borden  2003
Rebecca Sunceray Leins  East Noble High School, Kendallville  2003
Erica D. Anspach  Logansport High School, Logansport  2002
Stacey M. DeFranco Pimiento  South Dearborn High School, Aurora  2002
Mary Kate Kugler  Shawe Memorial Jr./Sr. High School, Madison  2001
Michael W. Miles  Lutheran High School of Indianapolis, Indianapolis  2001
Inez Beckwith-Dangler  Frontier High School, Chalmers  2000
Jamie L. Dwyer  North High School, Evansville  1999
Bradley L. Quinton  Southside High School, Muncie  1999
Demetrius Sutton Young  William Henry Harrison High School, Evansville  1997
Philip A. Saragoza  South Dearborn High School, Aurora  1996
Adam T. Spaetti  North High School, Evansville  1995
April L. Johnson Carroll  North Side High School, Fort Wayne  1994
Heather Kamper  Floyd Central High School, Floyds Knobs  1994
Danny Ngo  Terre Haute North Vigo High School, Terre Haute  1993
Alesha Arnold  Wirt High School, Gary  1992
Holly Kinnaird  William Henry Harrison High School, Evansville  1991
Joanna Kahl  Arlington High School, Indianapolis  1990
Katherine Kerulis Elliott  Merrillville Senior High School, Merrillville  1988
Melissa McIntosh  Connersville Senior High School, Connersville  1988

**IOWA**

Victoria R. J. Chapman  Decorah High School, Decorah  2007
Eliezer Ramirez  Washington High School, Cherokee  2007
Elizabeth A. Leinster  Monticello High School, Monticello  2006
Anastasia M. Sample  North High School, Des Moines  2006
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**KANSAS**

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### LOUISIANA

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### MAINE

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Catherine Sibley  Old Town High School, Old Town  1998
Shannon Hussey  Biddeford High School, Biddeford  1997
Tia A. Pass  Erskine Academy, Augusta  1996
Keri M. Payeur  Westbrook High School, Westbrook  1995
Kelley Sherman  Brewer High School, Brewer  1993
Stephanie D. Lufkin Henry  Old Town High School, Old Town  1992
Donna Hebert Perreault  Community High School at Ft. Kent, Ft Kent  1991
Brian Kubeck  Calais High School, Calais  1990
Gloria Blake  Westbrook High School, Westbrook  1989

MARYLAND
Karmena J. Diggs  Charles Herbert Flowers High School, Springdale  2007
Samuel D. Ramsey  Crossland High School, Temple Hills  2007
Shelonda L. Pierre  Pocomoke High School, Pocomoke City  2006
Belachew Telahun  Wheaton High School, Wheaton  2006
Chelsea L. Derlan  Fort Hill High School, Cumberland  2005
Naode Girmay  Wheaton High School, Wheaton  2005
Terah L. Pinder  Kent Island High School, Stevensville  2005
Tariq I. Dixon  Laurel High School, Laurel  2004
Marc R. Peters  Atholton High School, Columbia  2004
Heather Dawn Leasure  Fort Hill High School, Cumberland  2003
Jessica D. Blizzard  Maurice J. McDonough High School, Pomfret  2002
Lindsay A. Topper  Catoctin High School, Thurmont  2002
Keaira N. Handy  Easton High School, Easton  2001
Linda C. Nwachukwu  Montgomery Blair High School, Silver Spring  2001
Danielle Denise Adams  St. Michaels High School, St Michaels  2000
Jason L. Bryant  Northern High School, Owings  2000
Jesse B. Stephens  Capitol Christian Academy, Upper Marlboro  1999
Diana L. Hemmis  Walter Johnson High School, Bethesda  1998
Leema Basharyar  Seneca Valley High School, Germantown  1997
Danelle N. Conaway  Northern Garrett County High School, Accident  1996
Katie Neill Sewell  Institute of Notre Dame, Baltimore  1996
Dwight M. Sowers  Easton High School, Easton  1995
Clarenth Witherspoon-Miles  Lake Clifton-Eastern High School, Baltimore  1993
Adele Mowers Bohn  Francis Scott Key High School, Union Bridge  1992
Kristina Kennedy  Northern High School, Owings  1991
Lisa Gwathmey Leftwich  Suitland High School, Forestville  1990
Christopher Frank  Centennial High School, Ellicott City  1987
**MASSACHUSETTS**

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<td>Nisha M. Cirino</td>
<td>Madison Park Technical Vocational High School, Boston</td>
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<td>Adriana Lara</td>
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<td>Jomar A. Salazar</td>
<td>Springfield High School Of Science Tech, Springfield</td>
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<td>Andre S. Spinney</td>
<td>Quabbin Regl Jr-sr High School, Barre</td>
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<td>Jonathan R. Morgan</td>
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<td>Colby J. St. Peter</td>
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<td>Annamarie Behring</td>
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<td>Laura Gelina Kyle</td>
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<td>Cory Allen Rogers</td>
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<tr>
<td>Maura McManus</td>
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**MICHIGAN**

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<td>Kamika D. Lucas</td>
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<td>Robert White</td>
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**MINNESOTA**

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<td>Awale H. Mohamed</td>
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<td>Chad D. Batters</td>
<td>Totino-Grace High School, Fridley</td>
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<td>Felicia A. Kohler Mills</td>
<td>Park Rapids Area High School, Park Rapids</td>
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<tr>
<td>Cassandra J. Anderson</td>
<td>Humboldt Senior High School, St Paul</td>
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<td>Alpha S. Jalloh</td>
<td>Brooklyn Center High School, Brooklyn Center</td>
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<td>Brittny S. Flint</td>
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<td>Byron Wong</td>
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<td>Andria Collette Cable</td>
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<td>Jessica Rae Harstad</td>
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<td>Mohamed A. Jalloh</td>
<td>Shakopee Senior High School, Shakopee</td>
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<td>Olymthea N. Cazeau</td>
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<td>Youa Thao</td>
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<td>Jessica M. Blanchard</td>
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<td>Jeremy J. Byrnes</td>
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<td>Nichole Shelquist</td>
<td>Bagley High School, Bagley</td>
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<td>Angela R. Muenkel</td>
<td>Zumbrota/Mazeppa High School, Zumbrota</td>
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<td>Vernon A. Rowland</td>
<td>De La Salle High School, Minneapolis</td>
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<td>Jessi B. Lehn Christ</td>
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<td>Michael A. Stoner</td>
<td>St. Cloud Cathedral High School, St Cloud</td>
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<td>Mia Marie Bautista</td>
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<td>Priscilla L. Benedict</td>
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<td>Amanda Weeks</td>
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<td>Kenneth Scott Kohanowski</td>
<td>Moorhead Senior High School, Moorhead</td>
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<tr>
<td>Jason Todd Landkamer</td>
<td>Coon Rapids High School, Coon Rapids</td>
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**MISSISSIPPI**

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<td>Tabatha V. Lovan</td>
<td>Gulfport High School, Gulfport</td>
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<td>Buddy E. Permenter</td>
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<td>John M. Smith</td>
<td>Ridgeland High School, Ridgeland</td>
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<td>Greg M. Garniss</td>
<td>East Webster High School, Maben</td>
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<td>Kim L. Kester</td>
<td>Pearl High School, Pearl</td>
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<td>Douglas L. Barron</td>
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<td>Kerry N. Wiggins</td>
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<td>Christopher S. Barnes</td>
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<td>Tara E. Fulton</td>
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<td>Audrey N. Crick</td>
<td>Louisville High School, Louisville</td>
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Thurman “Smith” L. Boykin, III  Jackson Preparatory School, Jackson  1996
Stephanie R. Shields James  Starkville High School, Starkville  1996
Tessa R. Sexton  Long Beach High School, Long Beach  1995
Vernon “Bryce” Smith  Bass Memorial Academy, Lumberton  1995
Carrie Nash  Pearl High School, Pearl  1993
Jasmine Moorhead  Oxford High School, Oxford  1992
Dana Staggs  Mississippi School for Math & Science, Columbus  1991
Dallas Younce  Jackson Preparatory School, Jackson  1990
Latesha Barnes  Bailey Alternative High School, Jackson  1988
Yolunda Osborne Payne  Biloxi High School, Biloxi  1988
Matthew Burinskas  Biloxi High School, Biloxi  1986
Jody Pace  Pearl High School, Pearl  1986
Pamela Vickers O’Neal  Southaven High School, Southaven  1985
Leslie Perry  Jackson Preparatory School, Jackson  1985

MISSOURI
Sohail M. Jouya  Oak Park High School, Kansas City  2007
Racheal G. Long  Bell City High School, Bell City  2007
Kayla N. Carey  Cole County R-v , Eugene  2006
Teanna A. Medina  University City High School, St Louis  2006
Anthony J. DeGraffenreid  Eldon High School, Eldon  2005
Kelly A. McLendon  Jackson High School, Jackson  2005
John C. McCutchen  Fatima High School, Westphalia  2004
Nicholas R. VanderMierden  Leopold R-iii Sr High School, Leopold  2004
Casey Lee Campbell  Cainsville R-I High School, Cainsville  2003
Machelle Doeller  Hazelwood East High School, St Louis  2003
Laura S. Gohlke  David H. Hickman High School, Columbia  2002
Michelle A. (McDaniel) Marble  Oak Grove High School, Oak Grove  2001
Jason A. Woods  North Kansas City High School, North Kansas Cty  2001
Julie I. Letsinger Robertson  Winnetonka Senior High School, Kansas City  2000
Dianna J. Gendron  Platte County R-3 High School, Platte City  1999
Kelly Amber Easley Wuster  Truman High School, Independence  1998
Tenneille Patterson  Rolla High School, Rolla  1997
Steven Justin Shafer  David H. Hickman High School, Columbia  1996
Brian M. Shern  Belton High School, Belton  1995
Kalman L. Szucs  Princeton High School, Princeton  1995
Richard Cornell  Pattonville High School, Maryland Heights  1994
Justin Roth  Eureka Senior High School, Eureka  1992
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<td>Aaron Pope</td>
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<td>Angela Suarez Serig</td>
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<td>Trent Douthat</td>
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**MONTANA**

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**NEBRASKA**

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**NEVADA**

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<td>April Montes de Oca Danning</td>
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**NEW HAMPSHIRE**

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<td>Amanda Marie Semenchuk</td>
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<td>Joshua D. Blanchfield</td>
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<td>Kelly A. Beattie</td>
<td>Timberlane Regional High School, Plaistow</td>
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<td>Becky Gilman</td>
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<td>Isabelle Roy Grenier</td>
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<td>Amy Williams</td>
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<td>Kristen Hagedorn</td>
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NEW JERSEY
Dimetri J. Saxton-Mariah   Ridgefield Memorial High School, Ridgefield 2007
Ming Rong Weng       Science High School, Newark 2007
Siddiq Ahmed       Garrett Morgan Academy, Paterson 2006
Josiah D. Johnson  Saint Benedicts Prep School, Newark 2006
Jasmine Z. Salaam    Morristown-Beard School, Morristown 2005
Nicole T. Pickett    University High School, Newark 2004
Arthur Jahmal Callandret  Trenton Central High School, Trenton 2003
Tiffany D. Douglas    West Side High School, Newark 2003
Megan F. Malinak   Rancocas Valley Regional High School, Mt Holly 2002
Anne K. Stawski     Immaculate Conception High School, Lodi 2002
Victoria Cancelli   Pennsauken High School, Pennsauken 2001
Rachel Cole        Pennsauken High School, Pennsauken 2001
Paul A. Annan       Weequahic High School, Newark 2000
Raymond Rivera     Eastside High School, Paterson 2000
Darlene Clovis       Queen of Peace High School, North Arlington 1999
Scott J. Hopson     Northern Highlands High School, Allendale 1999
Joshua W. Allen     Lawrence High School, Lawrenceville 1998
Amit S. Malkani     North Brunswick High School, North Brunswick 1997
Kathleen B. Barron    North Hunterdon High School, Annandale 1996
Sarah E. Sundell Zuba    Delsea Regional High School, Franklinville 1995
Meaghan Buchan     High Point Regional High School, Sussex 1994
Shannon Corcoran Braun   Ocean City High School, Ocean City 1994
Brian Hogan              Boonton High School, Boonton 1992
Charles Sinclair       Bayonne High School, Bayonne 1991
Anne McKeaney Hill     Holy Cross High School, Delran 1990
Lisa McCarville D’Antonio  Buena Regional High School, Buena 1988
Colin Campbell     Red Bank Regional High School, Little Silver 1987
Robert Van Brunt   Red Bank Regional High School, Little Silver 1985

NEW MEXICO
Abdul M. Qurbanzada  Del Norte High School, Albuquerque 2007
Tiffany O. Asbell  Hot Springs High School, Truth Or Consequences 2005
Michael A. Martinez  West Las Vegas High School, Las Vegas 2004
Michael Alan Painter   Hot Springs High School, Truth Or Consequences 2003
Charity F. Astle      Robertson High School, Las Vegas 1999
Angela F. Vasquez    Taos High School, Taos 1995
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Gabriel E. Alix          All Hallows High School, Bronx          1999
Alicia S. Atwater       Barker High School, Barker          1999
Thomas J. DeMayo        Curtis High School, Staten Island 1999
Melissa A. Bart         Clarkstown South High School, West Nyack 1998
Matthew R. Lembo        Shoreham-Wading River High School, Shoreham 1998
Kimberly Mullin         Martin Van Buren High School, Queens Village 1997
Natacha Zamor           A. Philip Randolph Campus High School, New York 1997
Iris M. Alvarado        Suffern High School, Suffern          1996
Daniell M. Rose         Benjamin Cardozo High School, Bayside 1996
Jeannie Soto            John Adams High School, Ozone Park 1995
Stephanie Dinkes        Plainview-Old Bethpage JFK High School, Plainview 1994
Cheryl Dunbar           August Martin High School, Jamaica 1994
Hema Sarcen Mohan       Flushing High School, Flushing          1992
Stewart Fiore           All Hallows High School, Bronx          1991
Claudia Solis           Mother Cabrini High School, New York 1990
Kristine Kenefick       Martin Van Buren High School, Queens Village 1989
Katherine Kenefick      Martin Van Buren High School, Queens Village 1989
Amy Fisher              Ramapo High School, Spring Valley 1988
Anh Ma                  Suffern High School, Suffern          1988
Anthony Bartkowiak, MD  Hutchinson Central Tech High School, Buffalo 1987
Clifford Weissman       Jamaica High School, Jamaica          1987
Jeffrey Allen           Springfield Gardens High School, Springfield Gdns 1986
Ansell Thompson         The Dwight School, New York          1985

NORTH CAROLINA
Sharon E. Jenkins       Forestview High School, Gastonia          2007
Sarah E. Onori          Cary High School, Cary          2007
Christopher S. Petros   North Buncombe High School, Weaverville 2006
Benny L. Cooper         J F Webb High School, Oxford          2005
Ciera D. McKinney       Louisburg High School, Louisburg          2005
Alex C. Gatei           Southern Durham High School, Durham          2004
Tony D. Lawson          Person High School, Roxboro          2004
Justine Kimberly Sickles Concord High School, Concord          2003
Tabatha Jenise Wallace  Independence High School, Charlotte          2003
Roberta Sa              Ragsdale High School, Jamestown          2002
Joel D. Stroot          Smoky Mountain High School, Sylva          2002
Chadwick A. Corey       E.A. Laney High School, Wilmington          2001
Clyde C. Wilson Jr.     Westover High School, Fayetteville          2001
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**NORTH DAKOTA**

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OHIO
Sylvia M. Harris  Canfield High School, Canfield  2007
Joshua A. Hill  Hoover High School, North Canton  2007
Cieara Wade  Bedford High School, Bedford  2007
Ina C. Bales  Edgewood High School, Trenton  2006
DeShae L. Beasley  Purcell Marian High School, Cincinnati  2006
Candace L. Clayton  Northwestern High School, Springfield  2006
Joshua Bonen  Ridgedale High School, Morral  2005
Heather N. Harrison  Brunswick High School, Brunswick  2005
Adrian L. Neal  Purcell Marian High School, Cincinnati  2005
Lauren K. Dahler  Lakewood High School, Lakewood  2004
Jessica E. Glago  Charles F Brush High School, Lyndhurst  2004
David Mou  Seven Hills Upper School, Cincinnati  2004
Anna Hairston  Columbus Alternative High School, Columbus  2003
Jared Layne  North Olmsted High School, North Olmsted  2003
Brandy N. Brisboy  Pioneer Career and Technology Center, Fairborn  2002
Sarah E. Enstad  Bellevue Senior High School, Bellevue  2002
Michael J. Benko  Archbishop Alter High School, Kettering  2000
Kimberly A. Dodd Dickson  Philo High School, Philo  2000
Kelly L. Peacock  Wayne High School, Huber Heights  2000
Kate E. Bush  Columbus Alternative High School, Columbus  1999
Autumn D. Duncan  John Glenn High School, New Concord  1999
Stacy J. Campbell  Bishop Fenwick High School, Franklin  1998
Robyn A. Siburt  Cuyahoga Falls High School, Cuyahoga Falls  1998
Gary Plescher  Ottawa-Glandorf High School, Ottawa  1994
Margaret Hahn, MD  Beavercreek High School, Beavercreek  1993
Tracie Ditchen  Live Oaks C.D.C., Milford  1992
Holly Marie Rickard  Tallmadge High School, Tallmadge  1991
Andrew A. Miller  Ehove Vocational School, Milan  1990
Stephanie Lang  St. Ursula Academy, Cincinnati  1989
Christopher Coover  Vandalia-Butler High School, Vandalia  1988
Steven Janelewitz  Rutherford B. Hayes High School, Delaware  1988
Bridgett Stonerock  Kettering Fairmont High School, Kettering  1988
Brian Gilp  Vandalia-Butler High School, Vandalia  1986
Anne Birck Shaw, MD  St. Ursula Academy, Cincinnati  1986
Paris Black  Columbus East High School, Columbus  1985
Susan Gerhard  Kettering Fairmont High School, Kettering  1984
Julie M. Jones  Vandalia-Butler High School, Vandalia  1984
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Max L. Lavallee Reynolds High School, Troutdale 2007
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Demetric R. Sanders Benson Polytech High School, Portland 2006
Addison J. Koski Franklin High School, Portland 2005
Violet E. Read Milwaukie High School, Milwaukie 2005
Hien (Tommy) Pham Benson Polytech High School, Portland 2004
Robyn L. Shelton Reynolds High School, Troutdale 2004
Pamela Lynne Butler Centennial High School, Gresham 2003
Elizabeth Ann Miller Woodrow Wilson High School, Portland 2003
Tiana M. Green St. Mary's Academy, Portland 2002
Jennifer Roberts Kitamura Ontario High School, Ontario 2002
Heidi S. Edwards St. Mary's Academy, Portland 2001
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Lisa M. Knudson St. Mary's Academy, Portland 1998
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Andrea Repman Hildebrand Central Catholic High School, Portland 1998
Phuc Vo Central Catholic High School, Portland 1998
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Katharine Jeans-Gail St. Mary's Academy, Portland 1997
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Gregory Zimel Jesuit High School, Portland 1997
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Charles P. Hann  Wasatch High School, Heber City  2007
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Onel I. Martinez  East High School, Salt Lake City  2005
Sara C. Preziosi  Juan Diego Catholic High School, Draper  2005
Jessica H. Dreckman  Northridge High School, Layton  2004
Edward Tsai  Brighton High School, Salt Lake City  2004
Erika Andrea Johnson  Hillcrest High School, Midvale  2003
Kristine Kaye Whipple  Bountiful High School, Bountiful  2003
Keidy Y. Guerrero Rusk  Logan High School, Logan  2002
Angela Janet Thompson Brown  Delta High School, Delta  2002
Juan Vasquez Jr.  Logan High School, Logan  2002
Selena Rowley Thayne  Delta High School, Delta  2001
Michael T. Mamanakis  Ben Lomond High School, Ogden  2000
Joshua C. Combe  Weber Senior High School, Ogden  1999
Nikki Espinoza Vasquez  Carbon High School, Price  1999
Christian Nielson  Sky View High School, Smithfield  1997
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Heather Baustert Jennings  Layton High School, Layton  1993
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VERMONT
Jared P. Meisel  Union Baptist Christian School, Waterford  2007
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Jaclyn E. Devino  Colchester High School, Colchester  2005
Melissa S. Gray  Canaan Memorial High School, Canaan  2004
Jason Allen McCluskey  Colchester High School, Colchester  2003
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Ella Moriarty  Burlington High School, Burlington  2001
Todd A. Stratton  Mount Anthony Union High School, Bennington  2000
Garrett M. Graff  Montpelier High School, Montpelier  1999
Michelle T. Shepard  Hazen Union High School, Hardwick  1998
Joshua Dion  Twinfield Union High School, Plainfield  1997
Tracy Godfrey  Montpelier High School, Montpelier  1997
Adam C. Hall  South Burlington High School, South Burlington  1996
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**VIRGINIA**

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Jacob R. Crabill
   Mark Morris High School, Longview 2006
Samson X. Lim
   Mead Senior High School, Spokane 2006
Casey S. Olmstead
   Mark Morris High School, Longview 2005
Sabrina A. Zearott
   Pullman High School, Pullman 2005
Nicole M. Desgrosellier
   West Valley High School, Yakima 2004
Keakealani H. Pestana
   Selkirk Junior-Senior High School, Ione 2004
Leanna Nicole Ellis
   Connell High School, Connell 2003
John C. Lu
   Meadowdale Senior High School, Lynnwood 2002
Whittnie N. Daniels
   Orcas Island High School, Eastsound 2001
Meghan E. McNeal
   Aberdeen Weatherwax High School, Aberdeen 2001
Roy L. Avery
   Hoquiam High School, Hoquiam 2000
Luciana E. Hebert
   Holy Names Academy, Seattle 2000
Bevin A. Croft
   Mount Vernon High School, Mount Vernon 1999
Sarah Heaverlo
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Le An Kloepper Hill
   Nooksack Valley High School, Everson 1997
Michael Page
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Mandee Forrest Burton
   Selah High School, Selah 1996
Heather B. Przybylski Rose
   Liberty High School, Renton 1996
Jason Smith
   Cashmere High School, Cashmere 1995
Manuel Espindola
   La Conner High School, La Conner 1994
By Pham
   A.C. Davis High School, Yakima 1992
Kenneth Schultz
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Anita Glenn-Reller
   Shelton High School, Shelton 1990
Amanda Clark
   Centralia High School, Centralia 1985

WEST VIRGINIA
Emily N. Sealey
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Jessica L. Pauley
   South Charleston High School, South Charleston 2006
Aubry T. Bennett
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James Wesley Jeffers
   Petersburg High School, Petersburg 2003
Nicholas R. Phillips
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