

Jack Holladay

From buying shares of JA stock from his students to becoming Sr. VP of area relations, Jack had an illustrious career. He served as Chief Staff Officer in Austin, Tx, Washington DC. He was awarded the Hook Award, the highest field staff award. He served as Regional Vice President in the Eastern and Western Regions and various positions at the JA National Office. He was involved in the development of JA's in-school programs from their inception

Interviewer:

Well, thank you so much for being here.

Jack Holladay:

Thank you, Jeanette.

Interviewer:

Thanks. And for the purposes of the taping session, would you please state your name?

Jack Holladay:

Jack Holladay.

Interviewer:

Great. And how and when did you first become involved with JA, Jack?

Jack Holladay:

First involvement was in 1968, I was teaching eighth grade math at a junior/senior high school in Texas, in my hometown of Port Arthur, Texas, and the senior high kids kept coming up to me and selling me shares of stock in something, companies with weird-sounding names, selling me products that I could not live without like the world-famous automobile plunger light, trouble light, made out of the business end of a bathroom plumber's helper, items like that.

And finally, one day I asked one of them what is this all about? And they said it's all about Junior Achievement, it's really cool. So, that's when I first became involved and heard about it.

Interviewer:

Wow. That is just great. So, what was your first impression of all of that?

Jack Holladay:

Well, I thought it was really interesting. Shortly thereafter my grandmother was still alive in the same town and I went by her house, and she had just bought some kind of

planter or something from another group of kids and they had a little JA sticker on the bottom of the planter and she was telling me all about it, and I said that sounds like an interesting program, and someday maybe I'll check into that a little bit more.

Interviewer:

And how much longer was it before you checked into it?

Jack Holladay:

Three years later I had long since discontinued teaching. I just couldn't find a way to spend the 340 dollars a month take-home pay that I was making teaching eighth grade math, and I was selling insurance for an insurance broker in Austin, Texas, and a group of friends approached me and said they were involved in helping the IBM company, that was then new to town, start Junior Achievement and I should really come down in the interview to become the executive director because they felt like I was perfect for that type of job, and they were tired of me selling them insurance, wanted me to do something productive in the community instead.

So, I went down and interviewed and due to my friend's poor judgment and JA's poor judgement I wound up in a training program and went back and helped start JA in Austin.

Interviewer:

Wow, that's great. So, Austin, Texas was where you started.

Jack Holladay:

1971.

Interviewer:

1971. Great. And so, before you give us all the details on the various positions that you held, just run through if you would for us what positions you had held in Junior Achievement over the years.

Jack Holladay:

Professionally I ran Austin or what we would call today the President of Austin for three years from '71 to '74. I was the number two person in Dallas from 1974 to '78. I was the president in Washington, DC from '78 to '82. I was a regional vice president on the East Coast, Maine to Florida, on the National payroll working out of Baltimore from '82 to '84. I ran Dallas as the president from '84 to '87. And I've been here at National in a variety of area and field support roles since 1987.

Interviewer:

Fantastic. That is an illustrious career. You may not be modest with us because that is...that's pretty phenomenal, Jack.

Jack Holladay:

Well, everybody in JA is terribly modest so I'll try to be consistent with the rest of us.

Interviewer:

So, all together, how many years?

Jack Holladay:

It'll actually be '71, this is '03...32 years at the end of this month.

Interviewer:

Wow, that's awesome. Fantastic. Well, tell us, Jack, what types of events and activities were you involved in, particularly in the early years when you first became the executive director in Austin, Texas.

Jack Holladay:

Mostly in the early years I was involved in various and sundry duties related to a broad category to be classified as Bush Patrol at student conferences, but aside from that I've done...been involved in one way, shape, or form for example with every National Business Hall of Fame except for two, which I think...I kind of forget which two, but one, the first one that was ever in Washington, DC in the early 80s I believe...or no, I'm sorry, the mid-70s and one in St. Louis about a dozen years ago.

And I've been involved I think in every NLC type conference during my career that I had the opportunity that we've had, and I think task forces and things like that are way too many to count, but all pretty worthwhile efforts on behalf of the cause that a lot of good people teamed up on.

Interviewer:

Great. Awesome. That's fantastic. Now, going back to the executive director position in Austin, Texas, did you have a center there?

Jack Holladay:

Yes. We only had the nighttime JA company program in those days. I believe the first year that I was in Austin, nationwide we reached something on the order of 140 thousand students and I contributed my 512 of that in Austin, Texas, by golly.

But we did have center, and the first center was actually a donated facility that was provided by one of the local school board members. He had a kind of an old warehouse, almost armory type facility that we occupied the front end, and the back end was the now-historical for those who have ever had any historical experience in Austin, to now a historical Armadillo World Headquarters frequented by such luminaries as Janis Joplin and Willie Nelson and a whole bunch of hippies and ne'er-do-wells.

Interviewer:

Wow, that's...

Jack Holladay:

So, we shared JA with the Armadillos.

Interviewer:

Great. And then, in terms of the center what was your responsibility for that?

Jack Holladay:

To keep it up to date, safe, equipped, and keep it well managed so the programs would work in the center.

Interviewer:

Great. Great. And tell us some memories if you would of the center and your experiences with the kids there and your, obviously your center managers.

Jack Holladay:

I'm really lucky to have several great part-time program managers or center managers, as you rightfully called the correct title in those days. For the most part they were upper classmen and grad students, law students at the University of Texas that had been in JA and been award-winning students at NAJAC, the National JA Conference and all of that.

That they'd been in JA from other cities and they were going to college in Austin, and I hired them very cheaply to work with me and for me and support the volunteers and kids at the center every night, Monday through Thursday evenings from about 6:30 till 9 p.m. And if it weren't for them, we would never have gotten the program really running with any effectiveness at all because I had not been in JA personally and really had no clue as to how to manage this, but these several great people made all the difference.

A specific memory concerning a student is we had a young woman, I think she was a sophomore or a junior in high school the second year we were in operation, named Carol Ortiz, and Carol got elected president of her JA company. I've long forgotten the name of the company, but it was sponsored by the local Southwestern Bell office, and we really had a bad situation quite frankly with both the location and the environment with the Armadillo World Headquarters that our operation was in, but the price was right.

So, Carol and I went to a little luncheon meeting one day and she told her story to a group of board members and a couple of their friends about how great JA was and what a leader it had made from her, and what she had learned, and how much she had changed her thinking about free enterprise, that's the only part I wrote for her. And within two weeks one of the individuals at that lunch had made the commitment to pay in full for a new building with a new JA center that operated for about, I don't know, 15 or 20 years after that before JA eventually sold it to the local Red Cross organization.

Interviewer:

Wow, so she had quite an impact.

Jack Holladay:

She made a huge difference for a lot of students that followed her in JA.

Interviewer:

Fantastic. Great story, Jack. All right, so then anything else before we leave Austin, Texas that you'd like to share with us in terms of your memory.

Jack Holladay:

I have to go on record with the Willie Nelson story for posterity. My second board chair was a really distinguished, the publisher of the local newspaper, very well-to-do man, very prominent in city work, very conservative politically, and very conservative socially, a great guy named Richard F. Brown, better known as Dick Brown, known to me at the age of 24 as Mr. Brown.

At any rate, Mr. Brown and I were meeting in his office one day. We had been existing with Willie and the Armadillos for about a year at this point, and Dick Brown said, Jack, I've got a great idea for JA. I had this wonderful fellow, he's kind of new in town, over to my house. He brought his guitar and he was playing all these Baptist hymns. Dick happened to be Southern Baptist.

And he said he wants to do a concert for JA and he'll let us have all the money. And I said great, who is it, Mr. Brown? He said it's some guy named Willie Nelson that just moved here from Nashville and I said, Mr. Brown, with all respect, no way. Willie Nelson will never go anywhere. He's nothing but a pot-smoking bum that plays at Armadillo World Headquarters every night. He's a bad influence for JA, and I don't think we should associate our name with a character like that. And the rest is history. I think Farm Aid owes me a commission, and I'll take the blame on behalf of JA for not getting us the Willie Nelson account.

Interviewer:

That's great. What a great story. Well, tell us what it was like to run a small office like that when you were, it sounds like, 24 years old.

Jack Holladay:

I think I started at about that age and managed to hang on by my fingernails for a few years. But I think it was actually a great deal simpler then to do that and easier than it is for those who are presidents of areas and in particular smaller areas today, because as I mentioned previously, from an internal point of view we only had one program to worry about. From an external point of view the life was a lot different then, because if you got four or five key people in a relatively smaller environment and community behind you the rest of the influence like water flowed downhill from there.

But communities tend to be less cohesive and less tight-knit. Even in Austin back then we weren't a big industry town. We were a college and government town, but it was safe to say that, you know, we didn't have to worry about the same degree of our key companies leaving town due to mergers and consolidations and those kinds of environmental factors.

And also, it was much simpler dealing with the schools. You only needed their time once a year to go in and recruit kids to join JA with an assembly or a classroom presentation or a public address presentation. You weren't asking for a substantial share of their time.

So, it was the kind of job that you could kind of literally the JA way you learn by doing and work it from the seat of your pants, and if you had any people skills at all could really get the job done, I think much easier than those folks who are running and managing their areas are faced with today.

Interviewer:

Great. That's a great picture you've painted for us and very helpful I think to future generations to know what it was like back then.

Jack Holladay:

The one thing I'll say just adds in it, pardon me, that has not changed and I don't think it'll ever change in JA, is the bottom line is no matter how complex the organization or the job, it's all about success is dependent on your ability to work with people and develop sustainable relationships and credibility.

And my advice to Mr. Brown, notwithstanding regarding Willie Nelson, I think any success that I've had and a lot of others that are being interviewed has, is largely because of any ability to like people and work with them and build relationships.

Interviewer:

Great. Great, thanks, Jack.

Jack Holladay:

It's a people business.

Interviewer:

It is definitely that, yes. All right, and before we leave the executive director position in Austin, because that was a very special time back in the early 70s and we hadn't gotten into the schools at all at that point, tell us a little bit about NAJAC because that was obviously a big experience for kids back then.

Jack Holladay:

My direct experience with NAJAC did not occur until a few years later after I had moved to Dallas and was actually in charge of all the programmatic activities in Dallas the first couple of years there. But we did send youngsters to NAJAC from Austin when I was there. They competed in contests, officers of the year, president of the year, that sort of thing. There were elected offices for like conference officers as well.

There were a lot of seminars. Business people were invited and flew in from around the country in the middle of the week, it was a week-long conference in August at Indiana University, and so the kids interacted with top business people, they interacted with

peers from all over the country, they competed in a healthy way for scholarships and awards and I think it was, if not by design by outcome, probably one of the best youth leadership development opportunities that ever existed in any organization including JA.

I think it got as high as about 3,500 attendees. We've had a lot of people from high political office, high business positions, media, etcetera that worked with the conference, and it was just a great experience for the kids. The thing that most people that I talk to who were Achievers when they were kids, as we called them then, that's really inevitably their fondest memory of JA. I don't know why it wasn't selling stock to me, their math teacher, but I guess that's...I guess I was a close second.

Interviewer:

That's great. Thanks, Jack. Well, as I think about NAJAC I can't help but remember that there have been some debates as of late about bringing something along that line back again. If you were to see that happen what would be the finest, the best elements of NAJAC that you would like to see brought back?

Jack Holladay:

Well, I think there's a lot of good strengths from the best of the old NAJAC process that could be built on, but they would all have to be substantially updated and modernized because I think teenage kids now are significantly savvier around communications, technology, their expectation is much higher than it was back then, and I think that it would just have to frankly be a more sophisticated offering, more professionally managed.

It was well managed by great volunteers in those days, but it would have to be more professionally managed than it ever was. But I think the whole concept of bringing kids from diverse, geographic, personal backgrounds, ethnic backgrounds, working together toward a common goal of self-improvement and learning about business and our mission is a constant from the old NAJAC that we can carry forward.

And I think we have some great opportunities to really enhance things with ideas like somehow tying it to Titan and the other online possibilities as a competitive event or maybe the pinnacle of a series of competitive events around the country, just as one example.

And of course, the ability to communicate in a broadband way visually and with information across great distances in a real-time way, there's no reason why it couldn't be even more of a, kind of a multinational event, simultaneous occurrence all over the world with some parts of it...I think we could take ideas like the Globe Program or something like that and make those applicable to a NAJAC type environment.

Interviewer:

Wonderful. Thanks. If you were to say that you had any challenges back then in those early days as an executive director in Austin, what might they have been?

Jack Holladay:

The biggest challenges have not changed, okay? And those are finding a way to raise enough money and recruit enough volunteers, and to make your organization, position it well against all the other good organizations in the community that are competing for the same things you are, money and people's times. The basics have not changed a lot.

The basics of running a small area we talked about a little bit more. It's more complicated today I fully suspect, but the basics of how to allocate your time as the area president I think is a continuing challenge because, you know, you can work 24 hours a day and still have other things to do without time to do them in unless you're really particularly adept at time management or leveraging volunteer leadership and volunteer help.

So, those were the nature of the challenges that I had and if it hadn't been for a really strong board that I was fortunate to have, and some of those great, part-time young center managers that I talked about earlier, I doubt that I could've met those challenges.

Interviewer:

And what part did the board play in all of this for you?

Jack Holladay:

We had, by those standards in those days in Austin, a very high-level board and we really had the top players in town, and so they operated pretty much at a strategic or executive level. The same challenge we have today was trying to struggle to find ways to get them engaged directly with the programs and with the kids because I know they find that very motivational when it happens, see the Carol Ortiz story we told earlier, but that was a challenge with that high level a group.

And then if the fine art or balancing act, if they felt like things were going just fine then they would appoint one of their lieutenants to succeed them on the board. If they felt like things weren't going well, in some cases they would flat out resign. So, doing the balancing act of convincing each and every one of them that they were personally still needed and could make a real difference that nobody else could make was an ongoing challenge. If I were that age and knew what I knew today about board development I would've done a good job.

Interviewer:

I'm sure you did do a good job. Is there anything else in those three years that you feel we want to carry on for future generations to know about?

Jack Holladay:

Jeanette, specific to your work, the National office did a great job of training me, probably over-trained me, for one program in those days. I mean the whole training process was two months long and there's no way we could afford that today, but did a great job of training me and supporting me and following up with me to make sure that I kind of stayed on track.

And I think you and your team are doing great work in the same regard today, so I think that just has to be continued, everything we can do to support our presidents, particularly our newer ones, both in the training and in the follow up is critical, and I think that applies to all of us here, but you're kind of at the point on that, so good work.

Interviewer:

Thank you for that, Jack. I appreciate that. You had how many on your staff in Austin?

Jack Holladay:

Well, the second and third year I had, in addition to the center managers that worked a few hours a week, I had one part-time clerical person, it was probably 15 to 20 hours a week.

Interviewer:

Okay. And then your board, how many were there?

Jack Holladay:

Had about a 25-member board.

Interviewer:

Twenty-five. Great. Great. Super. Well, that sounds like a very important time for you because it obviously kept you with Junior Achievement, and then you moved onto Dallas. How did that happen?

Jack Holladay:

Mike Davidson, who was the president in Dallas at the time, and myself and Pete Rohan, who was then in Fort Worth, and a few others had the opportunity to conduct some student conferences in a collaborative way together, and Mike and I got to know each other through that process and he lured me to the big city with promises of riches and authority and all that good stuff. But it was an opportunity to frankly to move forward in the organization and to not be out there all alone after three years. Plus, I liked Mike and felt like he and I could work together well and I could learn a lot from him.

Interviewer:

Great. Great. And so, you were his second in charge. Were you in charge of operations?

Jack Holladay:

I was in charge of I guess what we would call operations the first two years, and I was in charge of development or fundraising the second two years there. And on the operations side, you know, of course it was a much larger program with multiple locations, centers, if you will, that sort of thing, and it was my first experience at managing other full-time staff. We had a couple people that, one of whom is still a fine professional in JA, a guy named Jim Guay who runs Tyler, Texas.

Interviewer:

Oh, yes, I know Jim. And so, you moved very quickly onto the development side of the house. What was your experience prior to that that you brought to the table?

Jack Holladay:

The ability to do whatever Mike Davidson said and run the fund drive because he was tired of running them himself.

Interviewer:

I see, okay.

Jack Holladay:

And we were very lucky, and this wasn't because of me, but because of Mike and his confidence that he had throughout the very high-level people like Tom Cruikshank, who was then running Halliburton in corporate leadership positions in Dallas, but we were able to secure the last year.

The second year I was doing that job some significant matching or challenge grants that really provided in a good economy a lot of incentive for current contributors to increase their contributions, and new contributors to give new dollars because they would be matched. I think it was two for one in the case of new dollars and one for one in the case of increases. And so, we were quite successful thanks more to Mike's influence. All I did was keep the locomotive on the track.

Interviewer:

That's great. Now was this an effort that was unique to your particular franchise at that time?

Jack Holladay:

At that time, it was, at least from a point of view of raising, you know, what we would call operating dollars for JA, and it was really an idea that Tom Cruikshank conceptualized because he was a graduate of Rice University in Houston and they had had a similar challenge campaign, as he called it, some years previous to that. This was in the mid-70s I think, and Tom suggested the idea and called Ross Perot to make the first matching grant and then we implemented the idea once Tom opened a few doors.

Interviewer:

Wow, that sounds terrific. And did the idea catch on in other Junior Achievement franchises?

Jack Holladay:

I think more or less it has. I don't know if it was strictly because of what occurred in Dallas, but I think certainly about that time and over the years a lot of areas have been successful in getting challenge grants or matching grants for various purposes.

They are more common in a capital campaign than an operating campaign, traditionally at least, and I know a lot of areas like Memphis in the case of Jim Perrin and his group have been really successful at getting and meeting the goals of challenge campaigns for capital projects like their Exchange City for example.

Interviewer:

Great. And was that your primary means of fundraising?

Jack Holladay:

We used...we had no special events per se for one thing. Special events really didn't catch on in JA until probably about that time or a little bit after it. The first one that I recall was San Jose, California started the first Bowl-a-Thon. That was in probably '79 or something in that timeframe.

So, there were two principles. One was you raised all the money through the board and through what we call the five-by-five, face-to-face, team-oriented campaign. One was the major gifts campaign which was mostly board and one was called the general gifts campaign, and that was how it was raised, and then when it was raised was you did your major gifts in the late fall timeframe, your general gifts was in February because that was nationwide JA month and everybody ran their fund drives at the same time to capitalize on kind of the leverage of awareness and so forth, and that's when we had all the kids from the JA companies go to Rotary and do their things and all that good stuff to warm up the doorknobs for the fund drive.

And the other principle...I got off track, but the other principle was the goal to be really successful you were expected, or the standard was you raised all the money you needed to operate on the next year by the end of that February campaign, and whatever you raised that was your budget for the next year.

Now, like a lot of other things in JA that was the theory. Practice was not always consistent with the theory, but the well-managed areas really did a good job of having 12 months money in cash and documented pledges on July 1st at the beginning of the fiscal year.

Interviewer:

Great. What was the philosophy in relation to getting loans at that time?

Jack Holladay:

Except for bridge financing, if you were building a new center or a new building, it was heavily frowned upon. The principle of the day, which is probably to some extent the principle today, although cashflow, borrowing and things like that we're much more sophisticated about just like real business than we were back then, but the guiding principle there was that JA's in business to teach business so we should manage ourself like an effective business, and the less debt the better.

Interviewer:

What a concept.

Jack Holladay:

Maybe an antiquated concept, but that was the concept.

Interviewer:

That's great. All right, and so in Dallas you obviously held a different position there as well to begin with before you really got deep into the development side, and how did that go and what stories can you tell us about that?

Jack Holladay:

Well, the main story I'll tell is that was a blast working probably in Austin and Dallas as directly as I've ever worked with high school kids at least in a JA context. But you know, the opportunity to...one of the reasons why Mike found it easy to talk me into doing fundraising is I didn't have to escort and chaperone the kids on the bus to NAJAC anymore, and that was an overnight trip on the way up stopping in St. Louis with a busload of high school kids, and a few free-form hormones running around, and a nonstop overnight trip on the way back from Indiana to Dallas, so it was an interesting week, but it was fun too.

And we had just a terrific JA company operation and a legacy of that that, you know, was one of the top performing delegations at NAJAC in terms of contest and so forth. I don't take credit for that. It was something that had already been there when I got there, but it was terrific to work with a diverse and very high caliber group of kids and see the difference that JA made in terms of their maturation, motivation, knowledge, the whole thing.

We also had a really strong culture in Dallas around JA and other things where JA fortunately became one of the things to do in Dallas, and that it sunk a little bit before Mike got there, but he resurrected it, Mike Davidson, and as a result if the business community supported you in Dallas you got really top caliber support in terms of the volunteers, the board, the company advisors, and the whole thing, in addition to the dollars of course.

So, we were pretty well financed and we did a summer leadership development program for the NAJAC delegation that was really not only preparing them for their contests and everything, but getting in some of our volunteers to talk to them about various careers and topics, and that was fun stuff.

Interviewer:

That's great. What would a typical day look like for you back then, Jack?

Jack Holladay:

Well, the day typically would start about 9, which is relatively late, but there'll be some context on that in just a second as I tell the rest of the day. We'd start about 9 and it would consist of getting the information consolidated from all the various centers and

program activities and attendance and all that sort of thing the evening before, phone calls for any outstanding issues from any volunteers that were concerned about anything that had occurred, any parents, that type of thing, and then coordination with Mike and the rest of the staff on any ongoing projects and so forth, and then getting Mike Davidson to take all of us to lunch as often as we could would be the next step of the day.

Then we would work until about 5 in the evening and go home for a quick dinner and come back and work kind of making the rounds of the various centers and helping out with the programs, assisting the center managers, showing people around that were distinguished guests or visitors or VIPs, depending on what was going on at that particular time and who was looking at us, and we would work until about 9 o'clock when the JA company programs ended.

And then inevitably engage in good volunteer relations and let one or more teams of corporate advisors buy us a couple of beers or something like that until 10 or 10:30, and then go back home...

Interviewer:

Very good. Very good. So...

Jack Holladay:

. find out if we still had a family waiting for us.

Interviewer:

That's a long day for you and you were there for...

Jack Holladay:

But a fun day.

Interviewer:

A fun day, absolutely. And you did that how many days a week?

Jack Holladay:

Well, we had operations Monday through Thursday evenings and we knocked off early on Friday...

Interviewer:

Great.

Jack Holladay:

...usually with a round of golf in the afternoon.

Interviewer:

Great. So, paint us a picture of the profile of a typical kid who came to a center.

Jack Holladay:

That's hard to do because there were so many...they were all high school age, anywhere from freshmen to seniors, mostly sophomore and juniors as I recall. I think there was some kind of rule that you can only have 10 percent of your members as freshmen. I don't remember why that was, but some kind of rule about that.

If I could typify it, most of the kids that showed up for JA were kids that were looking for ways to either make new friends and/or have a place to belong. They initially were not there because they were dying with thirst to learn about free enterprise. They were there because they were not the most shunned people among their peers at school, but they weren't the cheerleaders, the football captains, the class presidents, but they were kids that had a lot of potential and wanted to find another way to reach their potential is how I would summarize it.

Interviewer:

Great. Fantastic. I think you're the first person who's given us that description.

Jack Holladay:

Well, that was just my observation and experience. It may have been different in different cities.

Interviewer:

This will be very helpful for the archives. And so, paint us a picture of a center. I'm sure we see a good one in there.

Jack Holladay:

Well, it depends on kind of the facility and the age and the relative means of the local area, but typically you would have anywhere from five to 20 bays, as we called them, which were individual rooms, and the rooms would either be equipped with all the even power tools, God forbid now, in those days of various sorts, most of which resembled Medieval torture devices to me personally, but I wasn't the handiest guy around, and you know, a little cubicle or office area for usually the treasurer.

Poor treasurer killed the JA company. He had the hardest job, and the accounting advisor to work in. And you would see an assembly line, kids making their products or a board meeting in each of those rooms going on, or something like that. And you'd see a production advisor keeping everybody safe and keeping the production line going. And you would see a management advisor herding the officers around to try to help them lead their company.

You'd see a break room. You'd see at least a Coke machine. And you'd see a little-bitty office or at least a desk with a telephone where the center manager worked out of. And one thing that...there were usually at least two telephones because one of the things that was required was that the personnel director of each JA company had to go at 8 o'clock sharp and call all the kids who were not present that week, and that was not only to stimulate attendance, but also so Mom and Dad or guardian or whoever would know

that kid wasn't where that kid said they were going to be, which was I guess a legalistic protection for JA, but it was also kind of a reinforce that we were serious about kids and about business I think.

Interviewer:

Great. Great. Okay, and so how many centers did Dallas have?

Jack Holladay:

I think we had about five for the most part. It varied a little bit. It was about five.

Interviewer:

What distance?

Jack Holladay:

Basically, Dallas County, I mean it was...you could only do two a night, so there were a couple others that were kind of on the circuit with any quality, I mean with any real understanding of what was going on. You could visit about two a night because they averaged about 15, 20 to 30 minutes apart, and then you would stay an hour at each one.

Interviewer:

Sure. And did you own all of those buildings?

Jack Holladay:

No. We came to own the main one where our office was in North Dallas or Richardson specifically somewhere during that timeframe, and that was primarily made possible by one of the founders of Texas Instruments named J. Erik Jonsson, thanks again to the good fundraising work of Mike Davidson and volunteer leadership of Tom Cruikshank.

And then the rest of them we leased, except for one which was in a magnet school concept in East Dallas called Skyline High School that we actually hired some of their shop teachers to be our center managers so they let us use their stuff for free once we paid them.

Interviewer:

That's a great idea.

Jack Holladay:

Well, it was a good location.

Interviewer:

Yeah, very good. All right, before we leave Dallas, what other memories do you have of that particular function and that office, and who were the people, the key players and how did they influence your life?

Jack Holladay:

Well, one other memory, you know, in addition to Mike I've talked about, Jim Guay and others, we actually were one of the original areas that started our first in-school program, Project Business, while I was still in Dallas and Mike was always interested in doing innovative things. Not everybody in those days...it was a change thing, wanted to do Project Business, but Mike stepped forward and offered to help pilot it.

And there was a little bit of grant sharing from National that came with that, not that that was Mike's sole motivation, but I don't think it hurt. And he hired, and I apologize, I forget her name, but you know, our first Project Business Manager I think at that point in time before any of the 15 or 20 pilot areas came online, we probably had a grand total of maybe, not counting support staff, three or four women in the professional ranks of JA.

So, this was a whole new thing which turned out to be a huge step forward, both programmatically and in terms of staff professionalism in JA, and it was a good opportunity to learn how to work together when you had different programs and, in some cases, different goals. But a memory of that is kind of the advent of Project Business.

Interviewer:

Yes, absolutely. And what is your recollection back then as to the reception of this new direction that JA was going in?

Jack Holladay:

Not a lot different from the reception of any new direction that we try to go in ever since, but you have a few friendlies that support it and you have a few arch enemies that over my dead body, and you have a great middle mass of people in-between that whose opinions seem to shift constantly depending on the situation.

And I think that what was done well that can be a continuing kind of best practice or lesson for all of us in those days was, it was not an unfunded mandate and it wasn't a mandate, but it was not unfunded. We had a substantial grant to staff it at the national level and share with all the local areas from the Kellogg Foundation in Michigan that really made the Project Business change, which really transformed the organization in many, many ways happen and happen successfully.

There was a bumpy road. You know, there were a lot of people that resisted, even with the financial incentive, but I don't think it would've ever happened without a very well thought out plan, a very well laid out structure and support system from National, and without the funding incentive.

Interviewer:

Who was the president at that time with the National office?

Jack Holladay:

Dick Maxwell.

Interviewer:

Oh, yes. Was he a driving force in this?

Jack Holladay:

Yes. Dick had a very clear what we would call vision today for JA. His vision was to transform JA from a nice organization that was reaching a few kids by comparison with the one afterschool program, to an organization that was a true value-added partner with American business and with schools. He used to call it bridging the gap between business and education was the job of JA, and he had six very specific goals that all tied to that. And the one thing you always knew with Dick Maxwell was where you stood and where he stood. So, I think he provided some strong, assertive leadership that was a great benefit to JA.

Interviewer:

Great. Well, what was your responsibility for implementing Project Business?

Jack Holladay:

Mine in Dallas was no direct responsibility, other than to try to help Mike and I think her name was Michelle, the first PB Manager there, you know, get off to a good start, so just to be a... a good team player I guess would be the extent of it.

Interviewer:

Great. Great. And was it well received in Dallas at the schools?

Jack Holladay:

Very...very.

Interviewer:

Great.

Jack Holladay:

Thanks to the work that I think it was Michelle did, did a great job, followed the plan, followed the book, followed the training she had gotten, and had very strong, both strong persuasive skills and organizational skills, and it exceeded goals as far as I know each of the first three years which were the years that the Kellogg grant required certain performance levels to be renewed.

Interviewer:

Great. And what program that Junior Achievement has today would you parallel this particular Project Business with?

Jack Holladay:

Well, basically it was the genesis for our Low Grades Programs that we have today in schools, and the high school econ program that the implementation model was basically modeled off of Project Business. And frankly the whole elementary program was not

dissimilar in basic concept in terms of how to manage it, how to work with schools, that type of thing, so it really spun off a lot of things that have been, you know, JA's history, and I think a lot of its future, but its history, for the past 25 years.

Interviewer:

Yes, definitely. All right, and Jack, when you think back on Project Business now, tell us a little bit about how they did process this, getting into the schools and recruiting the volunteers at that time.

Jack Holladay:

They did a great job of segmenting the marketing, and what I mean by that is in the case of the schools the program was very top-down. You started at the top with the school superintendent and you asked the superintendent to call a luncheon meeting or get you into a meeting of the curriculum people for the junior high schools or middle schools and the principals, and you made a sales pitch to those people or your Project Business Manager did, and the ones that picked up on it you got them to sign a very specific agreement, letter of intent so to speak, as to what was expected of them and what was expected of JA and who was responsible for doing what, trainings, volunteers, the whole thing.

And on the business side the entrée in Dallas, we call them entrepreneurs today, but the entrée in Dallas was the Young Presidents Organization, which was already active to a limited extent in JA. Young President of the Year contest with the high school kids, that sort of thing.

But this was an effort to form a collaboration with the Young Presidents Organization. You had to be president of your own business or owner of your own business. You had to be 35 years of age or less to be an active member of the Young Presidents Organization. And the model was for the Project Business Manager to be able to make a presentation at one of their meetings, the program, and get people to either commit on the spot or allow her, it was a her, to go back and call on them, the follow-up sales calls, to get them into the class.

And I know that all over the country a lot of the stronger local board members we have to this day got their first experience in JA by being a "Project Business Consultant" in an eighth-grade classroom sometime between 1975 and now or whenever Project Business was last a distinct program.

Interviewer:

Fantastic. Do you recall what their most successful selling point was?

Jack Holladay:

The ability to favorably represent their company in the community and with their peers and in the schools by personally being a consultant one day a week for six, eight weeks, whatever it was, and the ability to favorably make a difference with kids at a very vulnerable age.

Interviewer:

Fantastic. And then, what was the selling with the educators?

Jack Holladay:

To bring the tax-paying community, the up-and-coming companies into the school so they could understand the challenges and the opportunities in education.

Interviewer:

Wonderful. You have a great memory, Jack. Before we leave Dallas, is there anything else you want to tell us about that experience before we go to Washington, DC?

Jack Holladay:

The only other thing I'll mention is that Mike Davidson, the board collaborated with National and we hosted the second, the first was in Chicago, the second National Business Hall of Fame in Dallas in '76 or something like that during my stay there.

Interviewer:

What did you love about that experience?

Jack Holladay:

Well, it was exciting. I mean we had about 1,500 people in the audience at the Fairmont Hotel, and as I recall, I can't remember specifically who was inducted, but it was really, you know, as they usually are, at least or were, in the early days of the event just at an ordinary table of people you'd see three or four media people that were very recognizable, Fortune 100 CEOs. I mean, it was the place to be. It was fun to work on it and be a part of it.

Interviewer:

Outstanding. And was that a fairly common experience throughout JA at that time? Were there plenty of franchises doing this?

Jack Holladay:

No, there was only one. A lot of franchises now do a local Hall of Fame, but there was only one as there is now, National Business Hall of Fame, so it was a fairly unique event.

Interviewer:

Well, yeah, and it was right there in...

Jack Holladay:

The second one, yes.

Interviewer:

Wow, that's awesome. Well, what enticed you? It appears to me that you've got kind of four-year increments here in each of these first three positions.

Jack Holladay:

It's a term limits thing.

Interviewer:

And what enticed you to go to Washington, DC?

Jack Holladay:

It wasn't what, it was who.

Interviewer:

Who?

Jack Holladay:

Pete Rohan at that time, distinguished JA pioneer, as I mentioned earlier, he and I had gotten to know each other as Mike and I had. Pete became the Eastern Region Vice President on the National payroll, and a staff change was occurring in Washington in the summer of '78.

And I was actually in the middle of West Texas visiting with some of my in-laws and outlaws with my family and there were no real cell phones or anything like that back then, so I thought I was basically unreachable, but Pete Rohan being Pete Rohan reached me and said I need for you to be on a plane in the morning.

I said where am I going, Pete? He said you're going to Washington, and I said what am I doing there, and he said you're interviewing for the JA job, you fool. Have you forgotten who I am? And I said nobody's ever forgotten who you are, for better or worse. So, where am I flying out of? He said Dallas. I said no, I'm not, I have to fly out of Amarillo because you don't know where I am and there's no way to get to Dallas by that flight time. So, I wound up on the plane to Washington and once again a naïve selection committee fell for me.

Interviewer:

And that must've been a pretty sizable office at that time?

Jack Holladay:

Let's see. Good question. As I recall we had in 1978, we had a budget of about 200 thousand dollars and a staff of about five.

Interviewer:

Is that right? And what programs were you implementing at that time?

Jack Holladay:

When I arrived the only program they were running was the JA company program.

Interviewer:

And did you, while you were there, implement PB?

Jack Holladay:

We implemented Project Business and the high school Econ Program, and JA's first version of an elementary offering which was called Business Basics at fifth or sixth grade.

Interviewer:

Sixth grade, all right.

Jack Holladay:

...back then as I recall.

Interviewer:

Wow. So now, we were really going into the schools with a whole lot more to offer.

Jack Holladay:

We made a big move on the schools in Washington for unsuspecting entities.

Interviewer:

Okay. And you went in as the president, Jack.

Jack Holladay:

Yeah, I can't remember what we were officially called back then, but that's what we would call it now.

Interviewer:

Yes.

Jack Holladay:

Yeah.

Interviewer:

Great. And so, what was your interaction with your staff? Tell us what a typical day was like for you as the leader of this organization.

Jack Holladay:

Fear, panic, blind chaos, but other than that it was...we had a pretty good, strong, competent I think we called them business relations director, now we would call them a director of development, that was already there, had run a very solid fund drive, five-by-five, the things I talked about earlier, the year before.

And had to hire a new program manager which was a person that would do the same thing that I had done in Dallas the first two years, and had a good lead again with Pete Rohan, a person he had met that was a relatively young, just out of college fellow, but

had a lot of good skills. And we worked very hard, I mean we were very hands-on with our board and vice versa.

And we organized some county boards, I guess we would call them district boards or something like that, because Washington was...you know, there were rivers to cross and nobody related to anything that went on inside the Beltway, that lived outside the Beltway. So, we organized some boards in some of the suburban counties in Maryland and Virginia that supplemented the legal real board and found that we had created some monsters because those created a lot of additional staff work that wasn't as productive as we like, so we had to rethink that a little bit.

So, the days varied a great deal depending on what wild brainstorm we came up with on a given day to try to do something experimental or different. We didn't have the luxury of any owned facilities or centers, so we had some dilapidated places that we had been using. So, we kind of moved JA into a mode of meeting in what we call the counseling firms or the businesses, and we even had a relationship with a couple of Baptist churches, Zion and New Covenant in the District of Columbia that proved to be really some of our best programs, and where the kids met their educational buildings, that sort of thing, with the business volunteers. It was a pretty busy place to try to figure out JA.

Interviewer:

I bet it was. It sounds like it. Well, good. Now, when you think about the challenges then, you've already spoken of some of them, what would you say would be your biggest challenge then as a president?

Jack Holladay:

In Washington?

Interviewer:

Yes.

Jack Holladay:

By far the biggest challenge was being a very small frog in a really big pond. There are basically three Washingtons.

There's the official Washington which is the government. They don't care anything about what goes on in the local community. Their scope by definition is nation, well, at least it was back then.

There's the second ring of Washington which it's literally a ring we fondly called them, and I think they're called today the Beltway Bandits, and those are all of the arms and legs of the defense contractors, the lobbyists, the many private firms that either try to influence legislation with the other official Washington, the government, or they try to feed off of it by getting government contracts and that sort of thing, or they go to fundraising dinners for the political people and buy tables for large amounts of dollars to

do that. They don't care anything about the local schools, the local communities, that sort of thing.

That leaves the third Washington which is what I call the Merchant Class which in those days was a pretty narrow part of the constituency. And what we realized was that we couldn't get the job done just relying on that third part of Washington, the phone company and a few retailers and that sort of thing, which had been very good supporters historically, but we couldn't move it forward just on that basis.

So, we had to figure out a strategy to pick the pockets of some of the others and get some volunteer time out of the Beltway Bandit crowd, which that's where the relationships and support of national and what was also back then a strong national board, they all had Washington offices and we were able to kind of get into some doors and use new programs like Project Business to entice them to come out of their little cage long enough to get involved in the community and get involved in JA.

Interviewer:

Fantastic.

Jack Holladay:

But it was a challenge. It wasn't easy. We weren't entirely successful. We had our setbacks.

Interviewer:

And what would you say was your greatest success back then?

Jack Holladay:

I think it was simply expanding the menu of offerings that we had programmatically and the marketing expansion to some new segments of Washington to at least create a foothold for JA to have timelier and updated relevant offerings, I think was the primary success.

Interviewer:

That's great. Approximately how many students do you think you reached in Washington?

Jack Holladay:

Well, it's pretty small by today's standards, but I think we were...had reached maybe 3,000 the year that I went there, and when I went onto the regional job, I think we had reached in the neighborhood of maybe 15,000 at that point.

Interviewer:

Oh, that was a considerable jump.

Jack Holladay:

Something of that nature.

Interviewer:

Wonderful. And so, you must have...

Jack Holladay:

Somebody will look that up and correct me. It's something of that order.

Interviewer:

So, were any of these programs still funded by the National Headquarters?

Jack Holladay:

No.

Interviewer:

So, you did this all on your own.

Jack Holladay:

We get help from the National Headquarters, but you know we weren't able to by that time to get any of the grant monies or things of that nature.

Interviewer:

Now, as you look back on these first three positions tell us a little bit about how you were impacted by the operating agreement with the National Headquarters.

Jack Holladay:

The first three? I can't recall any particular negative impact. What helped was strong support of people like Pete Rohan that I mentioned, who was a regional person. Dave Eustis, Senior, who followed Pete in the eastern region job. Without Dave I would have totally failed in Washington because he gave me...he understood Washington and understood the ways of the East Coast people much better than a Texan did, and he taught me a lot and coached me a lot to help me stay employed by JA while I was there.

Interviewer:

Great. Great. Okay. And did they have Equi-Points back then?

Jack Holladay:

Good question. I don't think we had the Equi-Comp system until sometime later. I think I might have actually been on the National organization's rolls by that time when that was first started. And I think that originally a loaned executive who became kind of our HR person at National named Ed Kappes, who was an IBMer previously, was the first one that kind of developed a concept of salary ranges, but I don't think it was grounded in Equi-Comp. I think it was grounded in kind of industry or nonprofit comparisons that Ed did a little research on and came up with some proposed ranges.

Interviewer:

I see. All very interesting. All right, and before we leave Washington, DC is there any other memory that you'd like to share with us about that timeframe?

Jack Holladay:

There are way too many to be really specific, but maybe a relevant memory for those that look at opportunities like our training offerings today and our leadership development programs. I mentioned Ed Kappes, and Ed put together some basic management training grounded in his IBM experience of those days where we did get...you asked if I had any grant support.

We did get a grant, and I forget from who at National, and National was able to invite 20, 25 field people at a time, kind of parallel to today's Leadership Academy in a way, to go get some training, and that's where we learned the fundamental of people management, what we call today the PDP system. That was the first learnings that I at least personally experienced from that experience, the first time to do any profiling or 360 feedback type of experience to get kind of a baseline feedback of how people perceived your leadership and/or management styles, and things of that nature.

And you know, I think just as the Leadership Academy and our trainings today are so valuable to people at some or other formative stage of their careers with leadership responsibilities that was a real difference-maker for me.

Interviewer:

Fantastic. And looking back on those first three positions in Junior Achievement, you've spoken of a number of people. Was there anybody else that you wanted to mention that has had a tremendous impact on your career?

Jack Holladay:

You know, obviously there are many, many, many people and I'm going to leave a lot more out than I would mention, but Karl Flemke. I mentioned Dave Eustis, but Dave and Karl had enough confidence in me to give me a chance to help other areas with the first National job I had as the regional vice president for the Atlanta Coast Region, as we called it back then, and Karl always set a strong and standard and a great leadership expectation and example and I learned a lot and benefitted a lot from knowing and working for Karl. And you know, just a whole slew of great professionals and great people that I was able to learn a lot from along the way.

Interviewer:

What was Karl's strongest attribute?

Jack Holladay:

Karl had the courage to set the bar high, whether for the whole organization or for one of us who worked for him, and also do his share to help you get to that bar. And he was able to recruit and maintain I think a strong board of directors through the same technique with them. So, he was a very assertive, strong leader. He also liked to like

people and liked to have a good time. Worked hard and play hard kind of person.

Interviewer:

That's great. All right, and then you left Washington, DC around 1982 and you still hadn't become tired of JA at that point. You obviously wanted...

Jack Holladay:

Just getting started. Getting warmed up.

Interviewer:

That's great. And what brought you to Baltimore to become the regional vice president?

Jack Holladay:

Karl Flemke and Dave Eustis. We had...let's see. Dave Eustis had been promoted from running the Eastern Region to the number two job, the executive VP at National, and Jack Spencer had retired who was then in the Southern Region out of Atlanta, and we decided to consolidate the two regions into one. I think part of the Southern Region went to another region in fairness, so I really didn't get two regions, got 1.3 or something or other.

And they decided they wanted...I guess wanted to make a little bit of a change. They'd been inspired by the work of a guy named Jim Hemak, who's now one of our distinguished pioneers in the Western Region who took over the leadership of that region at a relatively young age, but a successful career in Seattle, and decided they wanted to kind of extend that relatively youth movement and I was fortunate to be picked to have that opportunity.

Interviewer:

That's great. Well, what was it like running this kind of an operation, big difference than the others?

Jack Holladay:

It was a real learning experience. I think even to this day that people that come from the field, and especially come from the field where you, you know, pretty much run your own show, if you're the president at least and have a very autonomous, entrepreneurial approach to life, and you know, you can always fool your own board because they're volunteers and half the time you can fool half of your staff, if not all of them, but at National it doesn't matter really what your relationships were and how strong they were coming into it, it changes the whole game.

The dynamics totally change and you just have to be aware of that, and if you're not aware of it you're going to learn it pretty fast in terms of your work with those that you're trying to serve in the field.

Interviewer:

And so, you acted as a liaison in many instances...

Jack Holladay:

Yes. Yes.

Interviewer:

...between the field and the National Headquarters.

Jack Holladay:

Right.

Interviewer:

And so, that was a big job for you. I understand there were regional conferences back then.

Jack Holladay:

Yes. Yes.

Interviewer:

Were you in charge of that?

Jack Holladay:

Yes. We had one staff regional conference a year and they're not totally different, but they're not quite the same as our regional meetings are now. I think the regional meetings now are more focused. They're more specific to development and best practice sharing and learning opportunities for everybody to do their jobs better.

I think our regional meetings back then were more...there were certainly some training elements that were more or less successful, but they were really more focused on the culture of the organization, the bonding of the organization, the camaraderie, not that the ones today aren't, but I just think that was the primary emphasis back then.

Interviewer:

If you were to take one or two of the elements from back then and bring them back to our regional conferences today, what would you do?

Jack Holladay:

I think what we are doing and the direction we're moving are the same things, but I think I would seriously consider...because the organization is bigger, the cost of conferences is greater, I would seriously consider expanding the eLearnings and our support of meaningful trainings at state and sectional meetings as a potential tradeoff for regional meetings if...it would be my advice, but having said that, I have no axe to grind. I think the regional meetings get high marks and they're well managed.

Interviewer:

That's an interesting idea though, Jack. So, a state meeting now is actually a regional meeting.

Jack Holladay:

Yeah, now you will have as many people at a state or a sectional meeting today as we might have had at a regional meeting, you know, 20 years ago, certainly probably more at some of them. And I just think those are great opportunities, they're very cost effective, mostly drivable for most of the participants. And I think that if there's some way, we can support those with the same resource that we're supporting regional meetings, I'm just suggesting it's worthy of consideration.

Interviewer:

And these state meetings are driven by the areas as opposed to National.

Jack Holladay:

Yeah, but I think that too can be kind of balanced.

Interviewer

Good.

Jack Holladay:

A partnership approach.

Interviewer:

Great. All right, and then as a regional vice president were you involved in delivering any of the programs or training or any of the development side of the operation?

Jack Holladay:

Most of the Regional Vice Presidents and another person called the Director of Operations or something like that...most of our jobs were to be kind of the generalists representing National, but to work with the areas on president transitions, what we would call strategic planning now, board development, those kinds of activities.

Parallel to that we had a Project Business Manager who reported directly to another Project Business position at National. In the region we had a then Applied Economics Manager, now he's gone, which was a new program we were launching at that point, who reported to Dr. Pete Harder at National. So, we had a sort of a dotted line relationship with those people, and we tried to team up and them open doors for us and us open doors for them with the areas too. Move the ball forward with those programs too.

Interviewer:

So, you had to be pretty familiar with the programs yourselves?

Jack Holladay:

Yes. Yes.

Interviewer:

And did you get training on that from the National?

Jack Holladay:

Actually, yes. I can't recall...I know for example when Applied Economics started, I believe I was still in Washington, I'm not sure, my last year there, but certainly had a good training session led by Pete Harder in St. Louis as I recall for the pilot cities and the National staff.

Interviewer:

Great. How would you say the position of Regional Vice President today differs from that which you held back then?

Jack Holladay:

I think today the Regional VPs have a much broader span of cities that they try to work with and serve, and they do have the part-time help of their National Service Consultant pioneer people who are great. But I think what they have to do today that's different is we could afford to be pretty reactive. We could kind of be like the guy sitting at the fire station waiting for the bell to ring and somebody would call and we went out to that city and did whatever it was they wanted us to do, and while we were there trying to sell them on the latest National initiative, that was part of the job.

But I think now the Regional VPs really have to have a much higher degree of priority sense. It's a different era. Travel is much more expensive, resources are relatively scarce, and there are more cities to work with. And I think that they have to prioritize which cities they're going to work with more and less, and they have to have a proactive service plan and approach, and they have to team up much more effectively with everybody else at National and other peers in the field to provide those services because they can't cover everything individually, so they have to prioritize and be more proactive than I did back then.

Interviewer:

So, this was a great experience now for you to see both sides...

Jack Holladay:

Yes.

Interviewer:

...from the area, office perspective and then from the National perspective. And what types of advice were you then in a position to give to your area offices?

Jack Holladay:

Well, I think the...at that point my personal experience in running areas was still fresh enough that I could offer some ideas with some degree of credibility of what might be adaptable or what might work in different cities. I think also that, you know, as continues to be the case today you can share what we now call best practices I guess with...as you see more and more cities and talk to your other regional colleagues about what's

going on in their regions. You can offer ideas and suggestions. And a lot of the job back then, a lot of time was spent on helping the local boards and their selection committees fill their top jobs.

Interviewer:

At that time was there an area relations department here?

Jack Holladay:

I think it was called...I think even then it was called Field Operations.

Interviewer:

Field Operations.

Jack Holladay:

Yeah, I think that was the working name back then.

Interviewer:

And did you work closely with them as a Regional Vice President?

Jack Holladay:

I was part of that group. All the Regional VPs, Directors of Operations in each region were part of the Field Operations Department of National.

Interviewer:

And so, your job essentially was to help the areas succeed.

Jack Holladay:

That's right. Help them get to their finish line.

Interviewer:

Okay. And which offices at that time under your jurisdiction were your shining stars?

Jack Holladay:

Cool. Now you're going to get me in trouble because of the ones I leave out that were doing well. Actually, under Don Floyd and Marty Lee's leadership, New York was really coming on strong. They were doing a great job. They had a terrific board, Frank Cary, former CEO of IBM, was a long-time board chair there, and they were really making a strong move.

The Hartford office under Bert Balincourt's leadership back then was very strong. Down South, Orlando...Marty was in Orlando for a short time and then joined Don in New York, and Scotty Riddle moved to Orlando in '83 maybe, something like that, and really continued the great work and expanded the great work that Marty had done and really put JA on the map where it's only grown stronger and stronger over the years.

Pete Curcio took over Philadelphia which was really struggling, but rapidly got that turned around and built a real solid operation. You know, I'm leaving out a lot of the smaller areas that were very successful and very well managed. Most of my focus frankly in the early days was on the larger areas because most of the large cities on the East Coast had some challenges and those had to kind of take priority.

And then we had a very good Director of Operations named Bill Yeager, who had actually served in Orlando previous to accepting that job that worked with the smaller areas and did a terrific job.

Interviewer:

You certainly have a great memory, Jack, for the details. It's very impressive.

Jack Holladay:

Well, these are long-term things. Don't ask me what I had for breakfast.

Interviewer:

Okay. So, you were in Baltimore until 1984. Were there any other memories from that time period that you want to share with us?

Jack Holladay:

Just some great experiences with other...all the areas I've talked about and more, and conferences and national conferences and more Halls of Fame and all that sort of thing. Great times. Some great...you talked about field operations. Some great Field Operations team meetings in horrible locations like Keystone and places like that long before we thought about moving this thing to Colorado.

Interviewer:

Right, because the National office was at that time...

Jack Holladay:

In Stamford, Connecticut.

Interviewer:

Right. And Pete Harder was over there for a time, wasn't he?

Jack Holladay:

Yes.

Interviewer:

Yes.

Jack Holladay:

Yeah, Pete was responsible for the Applied Economics Program.

Interviewer:

Right. Right. Who was your boss during that time?

Jack Holladay:

Dave Eustis, Senior.

Interviewer:

Dave Eustis, Senior was the person you reported to.

Jack Holladay:

Right.

Interviewer:

Very interesting. All right, and then what happened after you left that position?

Jack Holladay:

Personally, we had our second daughter and my wife and I mutually determined that I was traveling a little bit more than was appropriate, and so we had the opportunity to...we were courted by the board and so forth to come back to Dallas and be the President, and we went home because our families were both in Texas and it seemed like the right thing to do at that particular point in time.

Interviewer:

And you weren't there too terribly long though.

Jack Holladay:

About three years...a little under three I think, and Karl called me because Jim Hemak had retired from JA at a very early age to expand his personal business which is ownership of a great number of Great Clips franchises around the country, and was moving back to his home in Minneapolis to do that.

National was moving to Colorado Springs and Karl called me up and said I don't know what it is, but there's something about you that I like and I need for you to come back here to National and work for me again. And so, we talked about it and we'd always loved Colorado and he caught me at the right time because it was hotter than blazes in Dallas that time of year, and so we came up here, looked around and been here ever since.

Interviewer:

That's great. And you've held a number of positions at the National Headquarters since then. Where did you begin?

Jack Holladay:

Can't seem to keep a job very long. Western Region VP and then you know, we kind of restructured the whole Field Operations support function, and we reorganized in 1990 under Ralph Schulz's leadership by segment, by market size, and I became what was known as the Metro 2 Vice President for the Metro 2 Area Service, which is basically

about areas and size from 18 through about 35, something like that, or number 40, and did that for a while, and did a kind of a combination of that and various and sundry special projects as assigned over a period of time, and really enjoyed that work.

Really enjoyed working...really drilling down and working more intensely than I ever had before with a smaller group of cities. And then a whole bunch of stuff happened, 17, 18 thousand different reorganizations and somehow wound up getting kicked upstairs a notch.

Interviewer:

Quite a big notch as a matter of fact. And so, now you are?

Jack Holladay:

Senior Vice President for Area Relations. Roughly translated Area Relations is the same general idea as Field Operations was which is to help local areas reach their finish line. We have a great team. Very fortunate.

Interviewer:

Yes, you do. And who initiated the CAP?

Jack Holladay:

You know, the people that actually initiated that were when we were doing the planning teamwork for Impact 2005 back in the 90...whatever that, '97-ish timeframe. One of the teams that was kind of a sub-team of the planning group was a leadership team, and I seem to recall that Linda Claflin I was a part of that. I believe Jerry Mutchler was the field champion or leader of that team.

And I believe Anne Vessels was involved...no, I take that back. It was shortly before Anne arrived. But you know there were others from National and the field involved. Caroline McDole, who was one of my fellow vice presidents in Field Operations at that time, was on that team.

And I think that's really the group that conceptualized CAP, and then the people that executed on it and made it a reality were Caroline McDole working with Irene Rose. They really teamed up and took it from concept to reality when it was piloted '97, '98, I guess would've been the first year it was piloted that JA year.

Interviewer:

That's fantastic, and it's been a tremendous success. Can you tell us the essence of it?

Jack Holladay:

Well, the basic idea is to enable areas to do a self-examination, what I would call a guided self-examination with the help of peers and the help of National against measurable fact-based standards across seven different areas of emphasis, everything from boards to HR to programs to finance, etcetera, etcetera, awareness, and combine that with a qualitative analysis where the CAP team meets onsite with feedback groups

of volunteers, teachers, board members, funders, and we compile all of that into a report, recommendations, which the area can pick and choose which are most relevant and acceptable to them, and then we follow up with a one year plan of support to help them implement their report and recommendations.

The other strongest use that I see of CAP is it's a great fact-based assessment that you can build a strategic plan for your area around or from, I should say, but it gives you a real strong fact-based assessment of your operation, both from a data point of view and a community input point of view through those focus groups.

Interviewer:

Great. And so, you have been here since 1987...

Jack Holladay:

Yes.

Interviewer:

...National Headquarters.

Jack Holladay:

Yes.

Interviewer:

And what other memories do you want to store in the archives here about these few years?

Jack Holladay:

Well, this has been a great community to be a part of, and I think it's terrific that we're all encouraged to be a part of the community in the way we choose to be, as well as an employee of JA here.

So first of all, we personally really love this community and love being here. I think being in a headquarters environment has been a terrific experience because it's...I think we're so professionally managed. I think our HR team, our finance team, our Jasco team from an internal management point of view, are all, you know, continue to do great work.

I think a lot of us don't realize how lucky we are to have the structure, the support, the infrastructure, the IT systems, everything else that we enjoy without really thinking about it every day in a real business environment or businesslike environment, so I think that's been a tremendous benefit versus trying to make it up as you go, as I often did in the field. And I just think there's a tremendous support system.

And I think the way that...for some reason, I don't know, I can't put my finger on it, we just are very fortunate to be able to attract a lot of not only talented people and capable professional people, but just good people that I really enjoy working with here and always have.

Interviewer:

I would agree with you. That's well said, Jack. Well, tell us in the big picture how do you feel that Junior Achievement impacts people's lives, not just kids?

Jack Holladay:

I think it impacts...everyone who is in any way a constituent or part of JA is impacted by it. You know, ourselves as staff or as professional associates of JA, you know, I don't know...there are many other great companies and organizations that I don't know of any...can't imagine anywhere you could have a better feeling to come to work every day and go home and feel good about your, at least a small part of something that makes a big difference for individual kids and collectively for our future, and you know, that's frankly what causes me to be here every day at least. And I think that's...you know, not everybody can say they have a job where they actually get paid and maybe even have some benefits and so forth where that's the case, and I think we should all remember that.

Secondly, volunteer leadership, what more legitimate way to prove to your customers and your community and your peers that you walk whatever talk you have than to be a sincere participant in JA, and I think that has to have a very positive impact on how our board leaders feel about themselves and our funders, but also has a positive impact quite frankly on their image in the community and their business, and as long as that's for the good of the cause I think that's a good thing.

Teachers, it's been demonstrated time and again, believe it or not, our classroom teachers are our most loyal constituent. Every CAP feedback group, and we've done 100 plus of them with teachers, they have...I think a lot of teachers have more recognizable value for JA because they see the difference it makes to enable them to do their jobs and for their kids than probably we do on a day-to-day basis that are a further step removed from the day-to-day programs at JA, and it actually...

I've heard many, many, many teachers say this and it's been confirmed to a limited extent in The Wire studies, but teachers as transformed as to how they teach because of JA and because of the experience in many cases of working with their business volunteer in the classroom. You know, they throw away those notes that have gathered dust for the past 40 years. They stop lecturing, they stop doing wrote stuff, and they start thinking with their kids and leading their kids and helping their kids to think.

So, I think we do a lot to improve education on a teacher-by-teacher basis through JA and that changes them, but then all that adds up to the impact of not only providing the fundamental understanding of free enterprise, the basic mission, but the purpose of really enabling kids to gain new opportunities to improve the quality of their lives. So, those are the impact points that I see.

Interviewer:

Wonderful. Very well articulated. If you had it to do over again, Jack, what if anything would you do differently?

Jack Holladay:

The only thing I would do differently, I think at all, is I would just try to do it better. You know, I feel like that I've gotten a lot more out of JA on a net-net basis than I've put into it. I don't say that I back up to my paycheck, but I think I could've done a lot of things from a management, leadership perspective better. Probably would've even reconsidered the Willie Nelson decision if I had to do it over again.

Interviewer:

That's great. That's good. Well, Jack, looking into the future what challenges does Junior Achievement have to look forward to?

Jack Holladay:

Challenges I think are precisely the ones that are David and our Vision Task Force and our board are trying to get their arms around now through the Focus 2006 process. And I think, you know, today's education environment with our standards, our high-stakes testing, etcetera, etcetera, do create a challenge. If we stay the same, we're not going to maintain our position with the schools, even though the teachers love us, and with our classroom space, our chalkboard spaces, as some call it, but I think the opportunity in that is that we will get better because we have to.

And I think that David (Chernow – JA CEO) and Darrell Luzzo and others are leading us in a programmatic path that is really going to help us get better. The better we get, the better it is for all those constituents, especially the kids that I mentioned before. So, I think the education climate is both a challenge, but a tremendous opportunity for us to take this thing in even better directions than we've ever taken it before.

Interviewer:

And you've seen the blueprint that Darrell is creating...

Jack Holladay:

Yes. Yes.

Interviewer:

...and what is your thought on that?

Jack Holladay:

I think personally it's spot-on, especially I love the next level we're trying to take our middle grades to. I think that today's middle grade student is capable of just as much content in a more life-changing way as yesterday's high school student was.

And I think we need to continue to have our impact with the younger kids and build a future that way, but I think the next place we're going between the middle grades

concept and Experience JA budding opportunities is the most exciting thing from a programmatic point of view and a mission point of view that I've ever seen in JA.

Interviewer:

I would agree with you. Yes, it's a very, very impressive plan. As we look back on your illustrious career, and it is illustrious, I must say, what was your most rewarding accomplishment, Jack?

Jack Holladay:

Well, I guess, you know, the easiest one to mention is a little bit selfish but...which was being awarded the Hook Award back in Washington in 1980, but that's the most, you know, official kind of recognition thing that's ever happened in that regard.

But in all honesty, to me the most rewarding thing is what you can look forward to, not what's happened in the past, and any opportunity to help areas, help David Chernow, help the other associates, leaders here to work toward a common goal is what I look forward to, so that's more rewarding to me because that's why I want to get here the next day. If I just wanted the dust off my Hook bowl I could stay at home and do that.

Interviewer:

That's great.

Jack Holladay:

But I have a lot of respect for that award. I have tremendous respect for the strong shoulders of all the other men and women who have earned that award over the years, and I have the strongest respect for anybody that can figure things out in today's climate and manage any aspect of JA local or national successfully.

Interviewer:

Absolutely. Well, before we go onto the final question, I want to be sure that we've covered everything, your special memories from the past, things that you want to pass along to future generations.

Jack Holladay:

I think we have. I think we pretty well covered the waterfront. The rest of the stories can only be told in private over perhaps a grape soda pop or two.

Interviewer:

Great. Well, for your final question, Jack, what do you want to be remembered for?

Jack Holladay:

I just, you know, am not in this to go down in some history book, or all due respect, archives, although I think those are really important, or to be remembered for any specific thing. I would just like to remember from my own point of view that, you know, I was able to meet great people and all those constituents we've already talked about, but that I would never have had the opportunity to meet or work with or work for by

being a part of JA, and just you know like to remember the difference that I feel like I made for some of those people, some of our areas, and our cause.

I think it's more important to know for yourself what you've accomplished than to care about whether others know or care about it or not. So, that's kind of my attitude about that.

Interviewer:

Well, that's great, Jack, but I can personally attest to the fact that you will be dearly remembered by many. I personally can say that you've been a wonderful support to me every bit of the way. I've had to call on you a number of times and you've always been there, but I hear this same sentiment coming from many, many different places and many people who are very, very loyal to you and care a great deal about you because you've always...your motto has always been do the right thing.

Jack Holladay:

Well, thank you. That's so nice I'm tempted to tell you a couple of those great soda pop stories, but I'll resist that temptation temporarily, but I'm sure we'll get around to that. But thank you very much. I appreciate that. This is an easy organization to want to do the right things in because it's a great organization.

Interviewer:

It is, indeed. Well, thank you very much, Jack, for your time.

Jack Holladay:

My pleasure. My pleasure.