

## INTERVIEW – FRANK EVANS

INTERVIEWER: TERI HUFF

NARRATOR: FRANK EVANS  
JUNIOR ACHIEVEMENT  
INTERNATIONAL

DATE OF INTERVIEW: circa 1997

**MS. HUFF:** Thank you so much, Frank, for letting us do this with you. As you know, it's very important for us to record the history of Junior Achievement. We are really excited to be able to sit in front of somebody like you who has a vast array of gems to share with us.

**MR. EVANS:** I'm so honored.

**MS. HUFF:** For the purpose of the taping session, what is your name, and how and when did you first become involved with Junior Achievement?

**MR. EVANS:** My name is Frank Evans and I've worked here at national office. My first JA involvement was in high school, and the year would have been 1966, I believe, when I joined JA as a student member for the organization.

**MS. HUFF:** If you would just briefly list some of the positions that you have held in the organization over the years, and you don't need to go into depth yet about it because we will do that as we continue.

**MR. EVANS:** Well, like I said, it started with JA in 1966, I believe, as a student member of the company program. Then when I was in college a couple of years later, I became involved again as an advisor. That ultimately turned into an offer of a part-time position with JA in Atlantic City. Basically, I worked a couple of months, and it closed down in June when the program was over. Then we decided we were going to make a go of it.

From there I went on to be one of the staff at Hartford [Connecticut]; York, Pennsylvania; and Denver [Colorado]. I went to the regional office at national and did a different bunch of jobs.

**MS. HUFF:** How many years is that?

**MR. EVANS:** That was – at this point that was about 31 years ago.

**MS. HUFF:** Well, that's an illustrious career.

**MR. EVANS:** I started my professional involvement – (inaudible) to give back to the student years. Along the way, too, I had been a volunteer advisor. Then a student consultant, most recently. As a matter of fact, I start my JA class tomorrow at Antero [elementary school in

Colorado Springs] for this year. The teacher from last year wanted me back. It was my son's class and I'm also trying to get his class this year to do it. And, like a lot of us here at headquarters, we are also contributors from a financial standpoint.

**MS. HUFF:** Fantastic. Going back to those early times, tell us about 1966. What you did, what you saw in JA? What was important at that time?

**MR. EVANS:** In 1966 I was a young person. I was a student member of JA. We were in Atlantic City, where we had no power tools or anything like that. No involvement with stuff like that. It was just a storefront little thing. Everything from a product standpoint was made from a kit. A power tool to us was a drill, or a sanding belt of some nature.

So, we made products and sold them just like a standard company, but it was very much on a very different scale from JA in a lot of other cities. It was a small. I think the total operation was only about four or five [student] companies. That was my first involvement.

**MS. HUFF:** So, was that an actual center?

**MR. EVANS:** Oh, yeah. It was its own area in Atlantic City. It was an intermediate area.

**MS. HUFF:** What do you mean by kit?

**MR. EVANS:** Well, as in company products. One of the first company products we made was three-tiered serving dishes or something like that. It was like basically you ordered them from a catalog, and it had plates that were already predrilled, and you had a metal rod, plastic grommets, and stuff like that. When they were fully assembled, it was a three-tiered serving dish. We also made trivets or hot plates.

One of the advisors came up with an idea to make these little Christmas ornaments out of Reader's Digests [magazines]. You fold the pages in half and eventually, as you started doing that to the full thing, it became pretty round. About six inches in diameter, I guess. You could put a head on it. Put a face and arms and spray painted it. In those days my initial involvement was more around crafts and kit products.

We could only imagine when they showed us the product idea books that were readily available, things that were made from scratch, wood products, metal products, stuff like that, we were kind of just totally in awe of. We had no idea how you could make something that complicated or complex.

**MS. HUFF:** What did some of those things sell for?

**MR. EVANS:** Oh, geez. I don't even remember. Probably a couple of bucks is all. I don't know. We sold stock for – I think it was a dollar a share for stock. The student members of the company made 20 cents an hour, I believe, and hopefully at the end of the year you liquidated and had a profit. But as was often the case, the companies didn't have a profit, but they sure learned a lot. That was pretty standard.

**MS. HUFF:** That's great. Was that a really positive experience for you?

**MR. EVANS:** Yes.

**MS. HUFF:** It must have been for you wanting to go on and become a part of the staff.

**MR. EVANS:** I felt that I had gained from JA. I think back, and we probably had a different perspective on it, but I had gained a lot personally from it – the company program. I think to this day the people that are familiar with the company program recognize the qualities of it: to bring out in people an opportunity to interact, to manage other people. Kind of learn and actually practice some leadership skills, selling skills.

Putting the kids into a variety of things you don't necessarily have in the classroom. I think that's one of the things today with our in-school programs. While they do impart a lot of knowledge and experience, some of the folks that have been around for a long time think that the in-school programs are a little bit more sterile. They don't have some of the same level of human interaction that you have when you are in a free-form setting like the company program provided. The same challenges are either contrived or simulated, rather than more real. In the company program, if you had kids who signed products out and you didn't see them again, that was a big financial loss for the company.

You had kids whose attendance was sporadic. You had kids in the company who were not selling or not pulling their weight. It really put you in a situation you had to deal with it, whereas in a simulation it's not as real. So that's probably about the major difference.

**MS. HUFF:** Are there any aspects of 1966 and the company programs, [JA] centers, and so on that we should bring back that were valuable?

**MR. EVANS:** Yeah. I think there is still kind of a pool of folks in the organization who believe that. You said it, we should be more experiential. I think you see that. I think it's a pendulum-type of thing and we've come from purely experiential to largely classroom situational and now I think the pendulum has swung back.

There is kind of a call for both. Not only within the organization, but I think there are some external factors there impacting the need to kind of reintroduce some of the things we were long known for or that might be, again, irrelevant today.

The big challenge with that is that the dynamics of the day have changed, and kids are wanting more activities to choose from. They are more mobile. They have more money in their pocket. To reach the same level of students numbers-wise would be real difficult.

**MS. HUFF:** How many students were allowed to be part of any one particular company at that time?

**MR. EVANS:** I wouldn't say that we were always scraping the bottom of barrel, but the ideal would probably be around 20 students. But probably in reality 20 to 25. In reality, you would probably get 12 to 15, somewhere in that range on a good night.

**MS. HUFF:** Male and female?

**MR. EVANS:** Oh, yeah. Male and female.

**MS. HUFF:** How about the advisors?

**MR. EVANS:** The advisors were from different businesses. My advisors were kind of a mongrel team, as I remember. The first one I had; the lead advisor was Lee Burgoyne from Lee Lumber Company. I believe that was it. Peter Lumber Company. Lee Burgoyne from Peter Lumber Company in Atlantic City was one of the advisors.

There was this other guy that was a retail guy, Mr. Fedorowicz, and he was a guy who had a lot of things up his sleeve. He knew how to get a lot of products that played to the tourist trade, which in Atlantic City that was big part of it. Especially as we got into the spring.

I remember some other products we made was around seashells and Little Eden and things of that nature. Almost like little kid kinds of things you bring back from the beach from a vacation. But, nonetheless, we made those.

Later, a JA company made –it was a little black piece of wood that a JA company bought or salvaged – I don't know whether they even bought it – but salvaged some lumber from the city that had been torn up from the boardwalk in Atlantic City. They put a piece of felt on the bottom and a little plate that said this was an original piece of the Atlantic City boardwalk and millions, thousands, or whatever, walked across this.

**MS. HUFF:** That's a great idea.

**MR. EVANS:** As a souvenir. I remember another product we made where some advisors from New Jersey Bell – this is when I was on staff. We used to have some meetings in the main section at Prudential and the phone company. They had a big operation there; it's closed now. But some guys from New Jersey Bell sold a kit – this is the days of fake fur and stuff like that. They came up with the idea of building little toad stools.

The guys said, we can get you some telephone poles. So, they got some salvaged telephone poles and, I guess, on the weekend, one or two of the advisors got together and they used a chain saw and cut them down into little 18-inch sections and they brought them into Prudential. We covered them with fake fur and put some foam on the bottom. A piece of brown wood. Foam. Covered them. All that, which was great., Then as people got them in their homes and they warmed up, the doggone pole would start to swell up.

Those are the kinds of things, real-life experiences you deal with: what started out to be a good idea and really wasn't. Some aspects hadn't been very well thought through.

**MS. HUFF:** That's great. Then when you got to college you had a different relationship with Junior Achievement.

**MR. EVANS:** Yes. I came back, initially, as a volunteer advisor or kind of like a junior advisor. I wasn't working with a team of folks. I don't remember all the players, but I do remember at one point there were some folks from South Jersey Gas Company, Rich Gianelli was one of them and George Balick was another one.

George just retired as the secretary of Setter's Industries, which is what the gas company became. Ultimately, he bought some stock in it. That's how I know him. The other guy, Rich Gianelli, became a senior officer in the company until he had a heart attack and died.

It's interesting, because his family, or some folks from Setter's Industries, donated money to Shore Memorial Hospital when Mike's wife died and was in the hospital. This past summer, when my mom died, the room where families waited right outside the intensive care unit has a plaque on it in Rich Gianelli's memory. So just really kind of interesting to have those connections back into that area and how far those things can sometimes reach.

**MS. HUFF:** So how were those individuals instrumental in your wanting to stay with Junior Achievement?

**MR. EVANS:** I don't know at the time that those folks really were that instrumental with me going on to work for JA or anything like that. I think it was about that time that I got married. I went to work at an accounting firm and came to work for JA on a part-time basis. Kind of from volunteer to part-time employee.

I then decided I didn't like accounting. I had been a police officer and went on the police department full time. They had an opening, and I left the accounting firm. Got married sometime while I was a police officer, and I was working rotating shifts. Kathy was working an 8 to 5, 9 to 5 kind of day. I needed to do something different. I had Tuesdays and Wednesdays off as I recall, and she had Saturdays and Sundays and it didn't jive very well.

I was actually applying for a position at the county prosecutor's office as an investigator and happened to mention to Doug Littrell, who was then in the regional office at JA in West Hartford, that if that job came through -- and at that point I was getting pretty close and still in the running -- that I would be leaving JA. His comment was, why don't you consider coming to work for us.

At that point in my life, I hadn't even thought about it as a full-time opportunity. In those days it was still a little mystical to me where JA got its money to operate from, let alone to go to work and get paid by it.

I can remember Bob Van Zandt, who was the training director, and ROJAC, which used to be the regional JA [student] conference held in Atlantic City. A lot of people from all over the region would come, staff people and stuff like that. I remember one day Bob Van Zandt and I had

lunch together and he picked up lunch, and I was just totally mystified. It was nice of him to do that. I had no idea at all about how naïve we are in our younger ages. To think that somebody who worked for a nonprofit organization could pick up lunch. Like it was a really big expense at the time.

Ultimately, Doug suggested that I interview with a couple of different folks. I talked to Jerry Mutchler, who at the time was in Baltimore; Ray Young, who was in Camden; and then went up and met with Burt Vaillancourt in Hartford. I ultimately came to work for Burt. We celebrated our first anniversary as me as a new employee of Junior Achievement.

**MS. HUFF:** So, you moved to Hartford?

**MR. EVANS:** Yep. From Atlantic City.

**MS. HUFF:** So, did you –

**MR. EVANS:** I'll live out the rest of my days, was my thought process as we packed up our U-Haul and moving van and headed off.

**MS. HUFF:** So, did you have an opportunity to see ROJAC while you were in Atlantic City?

**MR. EVANS:** Yes. We participated. We sent kids to it and either they would have –

**MS. HUFF:** Paint us a picture.

**MR. EVANS:** Well, that was pre-gambling days. It was held in February on the Boardwalk in Atlantic City. Usually, it was at The Shelburne. The Denison and Shelburne Hotels, and usually the girls were in one and the boys in the other. They had standard conference activities: contests, workshops, seminars, things of that nature. It was about two and a half, three days.

In those days, they probably had about 1,200 kids attend ROJAC. They were at the pool. Kids were out at the boardwalk, and it made the press. Actually, JA came to be in Atlantic City because the conference had been coming there for years and there was no JA. Some of the people involved with the hotel decided, why don't we have it out here.

**MS. HUFF:** What did ROJAC stand for?

**MR. EVANS:** ROJAC was the Region One JA conference. Junior Achievement conference.

**MS. HUFF:** Regional One?

**MR. EVANS:** Region One. It was the eastern region. It went by Region One and they still have – at least up until about a year or so ago, I remember they still had ROJAC. Angie Giustino up in Westchester is ... holding on to it.

As a matter of fact, when I was doing the benefits job, they even had a kid almost drown in the pool. The kid was okay, they pulled him out and all that, but it was still scary. It was one of the examples of kind of the liability issues that led, to some degree, to the demise of JA, or at least a downgrade in the size of it.

The JA company program by comparison to today's in-school programs was much more complex. You had centers where kids met at night. In those days you had power tools. We were the exception probably more than anything else because we used those kit products and things of that nature.

You had kids go out selling. You had kids leave their homes at night to come to JA. Sometimes they showed up, sometimes they didn't. When I was in Hartford, we used to run a bus. We closed a center in Infield and brought everybody to Windsor Locks, which we owned. We ran a bus and kids would get on the bus at Enfield, get off the bus, walk in one door and out the other. Then be back at 9:00 to get back on the bus to go home.

You had those kinds of shenanigans that you were dealing with frequently, as well as the "kids will be kids" kind of things. There were some tales, whether they were true or not. In those days of ROJAC they become like today's urban legend-type things. The kids would always talk about, oh, so and so had a party in their room and they were throwing the TVs and the furniture out the windows. Stuff of that nature. But whether that was all true or whether it was truly kind of a vivid imagination at work, I don't know.

**MS. HUFF:** Before we leave ROJAC, what was the selection criteria and the process to get into that? It was quite an honor I would imagine.

**MR. EVANS:** I don't know what it was in other areas. A lot of times it was held in mid-winter. Most of the JA areas in those days probably would not have had their different contests. It seems like it was just available to anybody that paid a fee.

**MS. HUFF:** How much was the fee?

**MR. EVANS:** Oh, geez. I have no idea at this point. I can't even recall. They had two parts to the fee. The fee itself was probably fairly inexpensive. They stuck four kids in a room. Everything was pretty basic. Basic kinds of meals and things like that. I'm guessing in those days it was probably \$50-\$60 for the hotel part of it, and then whatever transportation costs. They maybe paid \$100 to go for three or four days. It was probably big money in those days, but it's fairly inexpensive by today's standards.

I have a feeling that some of the kids went just because they were able to go. In those days the areas had operating money to run the area: pay the salary, heat and lights, those kinds of things. Then the JA companies paid rent to JA. They paid taxes at the end of the year on their earnings. They paid for the materials and books that they used.

I think that's about it. Most funds went into the program fund. Sometimes there was a Coke machine or a Pepsi machine in the building. So, the area usually had funds that they had access

to that would be used to send kids to conferences, to pay for scholarships, to send kids to NAJAC [National JA Conference]. Those types of experiences.

I would assume that there was a combination of some sponsored kids who came on the basis of program funds underwriting their participation. There may have been some where just mom and dad paid the fee, or the kids earned it. While there were contests at the conference, I don't think there would have been contests that early in the year that they were qualifying for.

Most of the contests in those days happened at the end of the year. Best salesperson. President of the year. VP sales. VP manufacturing. They may have had some preliminaries, but I don't think it was anything elaborate.

**MS. HUFF:** Were there prizes for those contests?

**MR. EVANS:** I never ran or participated in the competitions, so I don't know. They were probably trophies at least. At the national level, NAJAC, there were cash awards and a lot of times at the area level there were cash awards and a trophy or a plaque. At the regional conferences, I don't know that they had any kind of substantial awards, other than getting a plaque or trophy. Putting bragging rights back in the area. Putting it in the newspaper.

In those days what I have since learned from the perspective of looking back, is there was a lot of stock put into how many kids you had as contest winners. That was a bit of a badge of honor among the staff. They sent kids to college with some winners. There were definitely big-time bragging rights around stuff like that. How many winners they had.

**MS. HUFF:** Were there any other anecdotes that you want to share about your time in New Jersey before we go on to Hartford?

**MR. EVANS:** No. Not really. Not that I can think of offhand.

**MS. HUFF:** So that was a big move for you then to go to Hartford?

**MR. EVANS:** Big time.

**MS. HUFF:** Did you have any of your children at that point?

**MR. EVANS:** No. Ryan didn't come along until we were in York.

**MS. HUFF:** So, you headed off in your U-Haul.

**MR. EVANS:** Headed off to Hartford to live out the rest of the days of our lives to work for Burt Vallencourt. He was the president – well, in those days he was the executive vice president. Executive director in Hartford. His assistant was Mary Nomo and her daughter was the part-time bookkeeper. She is still there. Mary died a couple of years later and the name is escaping me right now.



**MS. HUFF:** Elaine?

**MR. EVANS:** Elaine. Yes.

**MS. HUFF:** Elaine Dwyer.

**MR. EVANS:** Yes. Elaine Dwyer was Mary's daughter and Elaine was on staff in 1975. Elaine was working at Hartford part time for Burt and her mom.

**MS. HUFF:** She is fantastic.

**MR. EVANS:** She has been around JA for a long time, as well.

**MS. HUFF:** So, your position in Hartford --

**MR. EVANS:** As the program director.

**MS. HUFF:** Program director.

**MR. EVANS:** In those days, all we had was the company program. We had about eight or nine JA centers. We leased an office in Windsor Locks right near the airport. On a day when you had the windows open and the National Guard played war, you would be putting calls on hold because they were screeching -- it seemed like they were only 100 feet above the building. We were right in the approach pattern. You would be talking to somebody on the phone and have to put it on hold.

**MS. HUFF:** On the northside of Hartford then?

**MR. EVANS:** Oh, yeah. Almost on the Massachusetts line.

**MS. HUFF:** So, what was it like to be a program manager?

**MR. EVANS:** It seemed like I was on the road consistently. Burt didn't care. The early things he said was, I don't care what hours, you just need to do the job. I don't care what hours you work or anything like that. Basically, most of us -- well, there were only two of us program managers -- came in about ten o'clock in the morning or so and then we were usually there until nine at night. At least until the centers closed. Burt always thought we should be making friends with the advisors, so a lot of times we would stop and have a drink with the advisors after JA company program ended.

**MS. HUFF:** Was that every night?

**MR. EVANS:** Four nights a week. We had centers in Windsor Locks. North and south end of Hartford. East Hartford. West Hartford. Simsbury. New Britain. Bristol. Southington. Some nights I would hit two or three centers, so I didn't necessarily stay out all the time with them.

Right after I got there and the program started that first year, Kathy got really sick and was over in West Hartford at University of Connecticut Health Center. So, a lot of times I would find my way over there to see her around dinner time and then go to one of the JA centers that was near there before heading home. She was in the hospital for about four or five weeks.

It seemed like there were days when I would fill up my car in the morning – it was a big old Monte Carlo – fill it up in the morning and fill it up on the way home at night, because all I was doing was just driving around.

**MS. HUFF:** Doing what?

**MR. EVANS:** Visiting with centers. Delivering stuff. Doing paperwork. Picking up the attendance [forms]. In those days you would record attendance on a weekly basis, and it was always a chore getting it. We had center managers running each center and they were supposed to leave it in a certain place and the full-time staff would pick it up on Thursday night or Friday. Then we would consolidate it and send the attendance in, how many kids attended that week and new kids joining and stuff like that. So that was always interesting. Pick up on their little problems and things like that.

In those days there weren't faxes. There was no email. In most cases we had a phone in the center, but we had one phone and one of the things the company was supposed to do is to call to the home of any kid who was absent. So, a lot of times at night you couldn't get through to a center because the secretary/personnel director of the JA companies were just constantly on the phone making those phone calls.

**MS. HUFF:** In your job as program manager, tell us what it was like for a whole day for you? Just kind of paint a picture as to what you did from an early morning –

**MR. EVANS:** I don't know that in any JA land anywhere there is an average. It's more variable by what's going on. What time of year is it? In the fall, summertime, fall, late summer, the focus was lining up schools to do presentations. Go out and do assemblies, PA announcements, all kinds of different things having to do with student recruiting.

Also, just lining up volunteer advisors, the teams that go out at night and work with the kids. Doing advisor training and, in some cases, that was multiple parts. In Hartford, we used to work a lot with Springfield [Massachusetts]. Carl Brinnell was the head of JA in Springfield, and we would do stuff back and forth together.

We did student conferences together. We did student [and] advisor training together. Not together, we would supplement their staff, they would supplement our staff to do training. We did JA company officer training together. Things of that nature.

**MS. HUFF:** How did you recruit the kids? What were the triggers that enticed them to come?

**MR. EVANS:** Girls. Or guys, for the girls. It was a lot of fun. We learned things. There were all different needs. In some cases, you have three or minutes to make a PA announcement. We packed applications into envelopes and gave them to all the teachers a couple of days in advance and then, right afterwards, you would have a student bring the package back to the office and so you could go through them. In some other cases you would do an assembly. There were all different mediums. In some cases, it was a “those that are interested” kind of thing.

**MS. HUFF:** What kind of marketing tools did you have? Did you have videos or did you have —

**MR. EVANS:** No. There were some films. But we didn’t use films. We did a lot of PA and it was localized and on script and stuff like that. In those days there were some brochures and stuff available from national, but most everybody did their own thing.

Then Burt, who had come from Chicago and before he worked for JA in Chicago, had been in the theater. So Burt was a bit of showman, and he always had his own twist and creative touches he wanted to put on things. I don’t mean that in a negative way or anything like that. We always used to localize it to make it more relevant and real.

We used some slide shows at different times where we would take the slides National sent and supplement them with pictures of kids that you did locally or scenes of local areas you hope the kids would recognize and tell them about that. Tell them about the things you did. Besides the company program, you had this thing in JA called the Achievers Association.

**MS. HUFF:** What was that?

**MR. EVANS:** The Achievers Association was always billed as the chamber of commerce of JA companies. As a matter of fact, we even had an alumni association. That was another set of meetings we attended once a month. The Achievers Association was at each center. Each company had an elected Achievers Association representative and then each center had an Achievers Association.

We had to supervise their activities and once a month we had a representative from each center come together and had an area Achievers Association meeting. There were attempts to do some social things. I can remember we did both an advisor recognition event and a student event up at a farm up in Massachusetts. There is a little place where Massachusetts kind of kicks down into Connecticut and it wasn’t that far. We went up in there in the hills and found a farm that had a big old barn. We did a square dance with horse drawn rides on hay carts up into the hills there.

I remember we would go at least twice, and Burt had somebody come in and do the calling for the square dancing and maybe a couple of musicians would play. We did a volunteer recognition at the end of training for the volunteers one time, and another time for the students.

**MS. HUFF:** Now, you were pretty close to Achievement Hall at the fairgrounds. Did you end up there?

**MR. EVANS:** I never made it. We lived in Hartford for two years and having grown up at the seashore in New Jersey, a kind of tourist site, it wasn't something I was used to doing.

**MS. HUFF:** Basically, it isn't used as a Junior Achievement facility anymore.

**MR. EVANS:** I did finally – oh, geez, what year was it? The year was '75 they did something, and I do remember we went up there to the Big E [Eastern States Exposition]. It was between here and Connecticut. It was after a board meeting or something like that. They did something and I was part of group of folks who went up for that. It was our one and only time.

But now in those days when I was still at Hartford and Carl Brinnell was running JA, he used to talk about that there was still the Junior Achievement Bureau at the Big E and how he had encountered this little old lady who ran it. This was about 25 years ago now that there was still some type of JA, separate from the JA organization we know today, but under the auspices of the eastern states acquisition and was still a Junior Achievement Bureau.

**MS. HUFF:** What did they do?

**MR. EVANS:** It probably had something to do with the original purpose of educating the urban youngsters and stuff like that. It's probably harking back to the real original, I say real, but more of the initial concepts of JA.

**MS. HUFF:** Was there a JA office in Springfield at that time?

**MR. EVANS:** Oh, yeah. JA was not in Springfield proper. It was right over the line. The driveway into JA was right next the Welcome to Springfield sign and I'm trying to think whether it was like – it wasn't like North Springfield or East Springfield or something like that. I'm thinking it was Wilbraham. Whatever the town is right next to it. In those days that's where the JA center was.

That was the office and the center because the kids came at night. It was a big building with all these little cubicles and office space and power equipment.

**MS. HUFF:** Well, in your Hartford office, how many people worked there?

**MR. EVANS:** There was Burt, Mary, Elaine, Me, Rich. There was only about six or seven of us full time. Then we had paid center managers. I forget how many. Nine, ten, eleven JA centers. That was just in Hartford County.

**MS. HUFF:** Just in Hartford?

**MR. EVANS:** Yeah. In those days – Hartford has since taken over Newhaven and Waterbury. In those days, it was just Hartford County, which is a pretty big piece of land to cover.

**MS. HUFF:** Was it still the insurance capital of the world at that time?

**MR. EVANS:** Yes. In those days it was.

**MS. HUFF:** So, did you get a lot of insurance contacts?

**MR. EVANS:** Yeah, we did. I remember doing advisor training – again, as this kid from little old Atlantic City coming up and doing advisor training at Connecticut General in Bloomfield. I remember going there and it was a huge campus and all kinds of people doing all kinds of things. Just totally in awe of the fact that they could eat lunch there and they had barber shops, and beauty parlors, and shopping and stuff like there. People didn't have to leave the premises to partake in that. It was totally alien to anything I had ever known growing up in Atlantic City, which is totally focused on tourism.

**MS. HUFF:** Were there any other major companies that played a huge role for the Hartford office at that time?

**MR. EVANS:** All over the county there were different people. One of the things you talked about is Hartford being the insurance capital. One of the things that surprised me was you had this big urban area, but you didn't have to go very far out of Hartford to see these huge, long, tented things in the summertime. As you go up I-91, there was the Tobacco Valley Inn. I think it was in Sheridan. That whole area was called the Tobacco Valley and they grow leaf tobacco that you wrap cigars in.

Where I grew up, I worked in a supermarket and a sub shop and stuff like that at the seashore. It's pretty standard for kids growing up in that area to work tobacco. It's hard work.

**MS. HUFF:** Very hard work.

**MR. EVANS:** They grow the shade tobacco. As a matter of fact, you kind of get to know the back roads, and a lot of times I would be passing by these tobacco farms all along the side of the road. It's very densely forested. There's a lot of people, but it's an almost astonishing mix of rural with – I guess I should call it suburban.

In different parts of the city, in some areas, you would get different influences. If you went to East Hartford, Pratt and Whitney was a big influence. One of the originals was Hamilton Standard, which was the United Technologies Company, a sister company to Pratt and Whitney.

You went to Simsbury there was Ensign-Bickford, which made dynamite. It was very much a company town. Most of the houses in that town, either were or had been owned by Ensign-Bickford to give or rent to their employees. There were all these little bungalows all over.

There was a JA center in Simsbury, which was in an old mill that was probably 200, 250 years old. The mill was owned by Ensign-Bickford, and they let JA meet there. It was down a dark side road and it's since been converted to an upscale restaurant, I understand. It's got a lot of value to do something like that.

**MS. HUFF:** A lot of little towns around there.

**MR. EVANS:** And if you went to New Britain, Stanley Works was a big supporter of JA. If you went to West Hartford, Heublein was a big supporter of JA. Some of the insurance companies were Aetna and so on. The insurance company reach permeated the area. These other cities you had some entity that was part of Pratt-Whitney. They had a big operation in East Hartford, but they had some other operation in Willington.

Then Bristol, that was a clock-making area. Some of the other companies were Bristol Tool and Die, which made clocks, and Stanley Works. So, depending on where in the county you were, the business support base really was what influenced who was involved in the company program.

My experience was that the volunteers you got out of the manufacturing-type businesses were probably, on balance, the better advisory team you had. It seemed like they had the kind of industrial background that made them much more tuned into the making of the products, and they had a more diverse group of folks to call from, in terms of people from engineering and design and manufacturing, to work on production. They had office people to help with keeping the books and had salespeople to help. Whereas when we went into an insurance company, they were all basically office workers, and you hoped that one of the volunteers was like a home handyman-type that knew their way around power tools and those kinds of things.

York was the same way. When I got to York, it was a very blue-collar industrial town. The manufacturing companies were conducive to JA. I think that's one of the reasons why, if you look back, JA had a very strong foundation in the Midwest. The industrial Midwest. I think blue-collar workers, in general, are more hopeful of bringing their kids up to lead a better life, to be better educated, things of that nature. That they are more tuned in.

I think with a white-collar worker, they just assume that their kids are going to have an easy life, or they have maybe different aspirations for their kids. I think those kinds of things are kind of somewhat proportional to how hard the parents are working to some degree.

**MS. HUFF:** It's the expectation. So, the two years you were in Hartford -- two years, right?

**MR. EVANS:** Yes.

**MS. HUFF:** You only had one program, the JA company program. You still hadn't gone into the schools or anything like that?

**MR. EVANS:** In the second year.

**MS. HUFF:** The second year?

**MR. EVANS:** In the middle of the first year, we introduced Project Business. The program manager, Rich Carroll, left. He was actually a National trainee in those days with the co-op program. I want to say it was in Indianapolis. [Eli] Lilly funded it though one of their corporate giving things and maybe it still is. It was capacity building, or what would be called today "capacity building and nonprofits." They would give monies specifically for training of

nonprofits. And National, I believe, in those days had a grant from Lilly to pay for trainees to go through a course and then they were placed into JA areas.

Now, Rich Carroll was working for Hartford, but he was a co-op trainee. He was recruited from that area, trained, and came back. They offered him a position to go up to Alaska and he said, no. That may have been one of the reasons he left.

Burt then filled that position with Diane, and I can't remember her last name offhand, but she became the Project Business manager after Don Floyd came and made a presentation to the board. Project Business was started as its own, almost separate, entity. It used to be. Again, with history we found out that there were lots of struggles in JA offices between the Project Business people and the JA people. [Project Business staff] worked a nine-to-five existence in the schools.

Rich and I used to carry a lot in the fall. We had all these different centers and a lot of times we would bring enough for nine months, and, in some cases, we would rent a couple of U-Haul trucks and load them up with power tools and a couple six-foot lockers, a desk, chair. Inside of a couple of hours we would have an instant JA center set up somewhere.

So, Diane wasn't dealing with all the power tools around and power tools breaking down or kids not showing up where they were supposed to be. In time it became a yin-yang thing between Project Business and JA people in terms of how they operated and what they did and stuff like that.

**MS. HUFF:** So, were they full time though?

**MR. EVANS:** Oh, yeah. Diane was the only one at the time doing it for many years. That structure went away nationally. She was there for many years after I left. I was only there for another year.

**MS. HUFF:** How was that all received by the schools back then?

**MR. EVANS:** Oh, open arms. It was an easy sell to schools. Going to bring a volunteer from a business in. You don't have to recruit anyone; we are going to provide you with them. What they did in those days was a field trip. A standard part of the Project Business program then was a field trip out to some local industry. A lot of times, the volunteers – they were called advisors when we first started, then we shifted from advisors to consultants; the Project Business folks were consultants – a lot of times the students would go into the consultant's business. It just depended on what they did. Some were more conducive than others for a tour.

**MS. HUFF:** So, there were a pretty good number back then of students in relation to Project Business, because it was more a teacher decision or school administrator decision?

**MR. EVANS:** It varied. In some cases, it was the superintendent's decision on whether to let you in. In some cases, it was the principal's decision, and, in some cases, it was the teacher's decision. It's like everything else. It was really based on the relationship with the leaders.

Whatever level they were, and different leaders in different schools had different philosophies to how they ran their building or their district.

**MS. HUFF:** How did the Project Business initiative impact the company program ongoing?

**MR. EVANS:** As I recall, it didn't really impact it that much. Maybe in later days it did. I was only there on year as it first started, and it didn't have the impact of diverting funds or people. Now, again, maybe in time it did.

**MS. HUFF:** Did it have a positive impact?

**MR. EVANS:** Oh, it had a very positive impact. I think, long term, it probably had a pretty good impact. In the company program, we would go to a business and we would say, we need at least four volunteers to be out at night with this group of kids. In the Project Business program you are saying we need one volunteer during the workday who is going to teach a class of 30 kids and they are going to be gone for maybe an hour.

So, it had the potential, certainly, in time. Not at the outset, initially, but it definitely had the potential to, not adversely effect, but basically move resources.

**MS. HUFF:** Well, how about the students then? Once they got their feet wet in Project Business, did they want to go on to the high school program?

**MR. EVANS:** That was part of the theory. Again, nothing that I had a chance to see in action, because that was at the junior high. There were kids who wanted to join JA. In those days it was 9<sup>th</sup>, 10<sup>th</sup>, and 11<sup>th</sup> grade and we always had freshman that were trying to get into the program. So that gave an option in schools where maybe a freshman was – what would that be? Eighth grade level would have been the entry level or something like that. So, they knew there were maybe some, but I don't know. I never saw it specifically.

**MS. HUFF:** So, you stayed with the company [program] for that whole time?

**MR. EVANS:** Yes.

**MS. HUFF:** Then what happened next?

**MR. EVANS:** I went to York, Pennsylvania in 1977. I had gone in 1975 to Hartford to live out the rest of my days. It was a Friday afternoon, probably about March or so, and I made the rounds that morning and finished hitting all the JA centers picking up attendance [forms].

Windsor Locks was way up here, almost in Massachusetts, and West Hartford was kind of central and we had JA centers. So, a lot of times I would take the attendance with me, and I picked it up. That was the second year. I was the only program guy for JA and Diane was doing Project Business. That was the way it was split up.



So, I would finish up the attendance on Friday morning and kind of end up in West Hartford and just drop the attendance off. Take the quality paper and the attendance report and kind of put it together. So, I just dropped it off one day and, well, when I dropped it off there was Doug Littrell and Doug Andre, who were both assistants of Jack Spencer, who was the regional vice president.

The two of them were in when I dropped it off and were just standing there talking for a few minutes. I forget which one of them, I think it was Littrell, that said to me, well, you about ready to move? It really didn't dawn on me, because I had moved to Hartford to spend the rest of my days. I hadn't even really thought about a possibility of something bigger and greater and doing something else. It kind of planted a seed.

Like I said, that was maybe March or so. March, April of '77. A couple of months later, they called me and wanted me to come down to York to interview. Jack called me. Jack Spencer. I went and interviewed in York, Pennsylvania. Kathy and I went to the shore then drove up to York. Someone from the regional office was there. It was a little office. Kind of this little barrister's barricade in front.

It seemed to me at the time that half the board was there for the interview. Kathy was there with me, and I think I was the only one they interviewed. Before I knew it, they all thanked me, got up and left except for the board president Jim Donahue from Sears, and he offered me the job.

**MS. HUFF:** Wow.

**MR. EVANS:** I called Burt and said, I'm coming to work here.

**MS. HUFF:** So, did Burt support your move?

**MR. EVANS:** Yeah. He grumbled a little bit at the beginning, and he was upset. Actually, in those days, he had a little bit of a feud going with Jack and the regional office about some stuff they had done and some things they had said and things like that.

He was not happy with them, and then they are mentioning to me about the idea of going to work for another JA area. That didn't help. But he said, if this is really what you want to do, and all that. Gave me some tips and so on. Stayed friends with Burt for many years after.

**MS. HUFF:** What position did you take in York?

**MR. EVANS:** I was the – well, in those days the executive director. Today we call it president, chief staff officer. I remember one of the questions I had for the board chair after, or maybe during, the interview. But I can hear him saying, well, this is Pennsylvania Dutch country. I said, I've heard some things. What's it like living here?

Jim was with Sears, and he said to me, well, I've lived all over the country, and you know what? It's the same here as it is just about everywhere else: how you treat people is usually how they

treat you back. So, if you're friendly, they will be friendly to you. This is a great place to live, and my family and I enjoyed living there.

That's the way I found it. It was a great town for JA. Like I said, it had a kind of blue-collar industrial feel to it. Caterpillar was a big company in York. Allis-Chalmers and York Borg-Warner. York Air Conditioning, but in those days York Borg-Warner.

When we introduced Project Business, a popular field trip was the AMF plant, which is where they assembled Harley Davidson motorcycles. That still happens to this day. It's now back to being Harley Davidson, and no longer AMF.

York was a very industrial town and really a great town for doing JA. Pfaltzgraff is there. We had JA company meetings at their plants around the county.

**MS. HUFF:** So, they had implemented Project Business?

**MR. EVANS:** I'm trying to think. It was either the second year I was there or the third year I was there. I forget, but we did. Don [Floyd] came to York and made a presentation to the board and they put him in the Pfaltzgraff suite at the Yorktown Hotel. I remember that and we were off into Project Business. We did maybe two or four classes the first year and went to six or seven or eight the following year.

**MS. HUFF:** How many staff did you have at that time?

**MR. EVANS:** Myself and Rena, who was my assistant, and we had a center manager in the main center.

**MS. HUFF:** That's it.

**MR. EVANS:** Yeah. In those days that was what they were. It was pretty much a male-dominated organization. They used to call them a one-man show.

**MS. HUFF:** Reaching how many kids?

**MR. EVANS:** Oh, geez, I don't know. We had 20-some companies, so typically I would guess we were reaching 750-800 kids over the course of a year. They were up to 1,000 when we introduced Project Business. They're reaching a lot more today. The staff is a lot bigger today in York. But in those days in the company program, we had our own center and we had some satellite operations in schools and Pfaltzgraff was a big sponsor. Like I said, we had companies meet at two or three of their plants at night.

(Break.)

**MS. HUFF:** Frank, you were saying that you 20 companies at that time in York, Pennsylvania and you were reaching probably about 1,000 students, if you included those with Project Business. You had one center?

**MR. EVANS:** Well, we had one center in York, but they knew what they were doing. We had the one center that we owned and then we had all kinds of operations.

**MS. HUFF:** Was it like a big warehouse?

**MR. EVANS:** Actually, it was donated to York JA. It had been the training center for York Air Conditioning. So, it was like this big old industrial kind of building on Pennsylvania Street, and it was –

**MS. HUFF:** What are those? Your business cards?

**MR. EVANS:** Yes.

**MS. HUFF:** Oh, that's great.

**MR. EVANS:** It's been a long time since I've been in this, so who knows what I'm going to find in here.

**MS. HUFF:** That's great.

**MR. EVANS:** This was a program book, I think.

**MS. HUFF:** Everything was typed with carbon paper.

**MR. EVANS:** In York we had a mimeograph machine and postage meter. A lot of paper folders.

**MS. HUFF:** Wow. That was pretty advanced.

**MR. EVANS:** And we had this... what was it? A dressing machines. It was like a stencil. It had those purple things on it, I forget what it was called. You had to type up a little card and put it on the thing and color code cards, so if you wanted to color code things or something like that you could.

But everything was mimeographed. We had a photocopier, but it was that wet process. Slower than all get out.

**MS. HUFF:** What was our logo?

**MR. EVANS:** The logo was a shoe. A JA shoe.

**MS. HUFF:** What was the point of the shoe?

**MR. EVANS:** I don't know. It actually was originally the J and the A and they added the little thing. Detroit designed this kind of a stylized JA from the 60's, because at the time we had the

kite. When we landed in York, we had the kite. I took the sign off the building, took it home and painted it myself and put the [JA] shoe on it.

But when it went nationally, they added the J and A. If that style wasn't enough, they had to make the literal J and A a part of it as well. I'm not sure about the graphic design.

Twenty-four companies. Nine hundred and twenty-one students. This was a year after I left. Seven hundred and eleven in Project Business in twenty-seven classes. Business Basics was approved for the next year. Project Management was to have four students from one college and they did a thousand. In those days it was called "economic awareness mailings."

**MS. HUFF:** Wow. What is an economic awareness mailing?

**MR. EVANS:** We had a series. It was one of the programs for career time called "Econ USA," and it was –

**MS. HUFF:** Separate from the company?

**MR. EVANS:** Separate from the company program. The idea was a series of mailings. Kind of like envelope stuffers almost on different economic theories. Supply and demand, things of that nature. Each one addressed a different topic and I forget how many there were. There were five or six mailings. The general idea was that halfway through the year you compile a list, maybe get some stuff from schools or stuff like that. Basically, compile a mailing list and send this mailing in the context of promoting economic education.

Typically, it started with all the kids who signed up and never showed up for JA. That's the basis of it and it's the argument that you still provide some kids who, at one point or another, expressed an interest. So, it was interesting to see that.

**MS. HUFF:** Is that some kind of a newsletter, it looks like? "Happenings."

**MR. EVANS:** This is when I left. We did a weekly newsletter to advisors and volunteers. That's probably what it was.

**MS. HUFF:** The colors were green?

**MR. EVANS:** No. They were black and white. No, red and black.

**MS. HUFF:** Red and black.

**MR. EVANS:** This was attachment announcing Gene Musser was coming to JA as the president or executive director. Gene was a student member of JA in York or in Lancaster, which is just across the river. York was the red rose city and Lancaster was white rose city. That dates back to the English.

PEX materials.

**MS. HUFF:** Oh, my goodness. PEX. So, when did you go to PEX?

**MR. EVANS:** Oh, for the first whole year.

**MS. HUFF:** When you were in York?

**MR. EVANS:** When I went to York. PEX was Progressive Executive Director Training.

**MS. HUFF:** Did you come out here for that? [Colorado Springs, CO]

**MR. EVANS:** No. JA was not here. When I first went to York, Kathy was training. I got back it was all over but shouting, literally.

**MS. HUFF:** She had to move all by herself.

**MR. EVANS:** From Hartford. In those days, training for a new president or executive director was six weeks. It was two weeks in August, a week in October or November, a week in February, and two weeks in June. The first three sessions were in airport hotels in Atlanta for us.

The last session, the final two weeks, were in Stamford [CT]. We stayed in a hotel around the corner from the JA national office and did training there, except when we went over once or twice to the national office for a tour, meet some people, and things of that nature.

The common theme was fundraising. I can't think of the guy's name who was the fundraising guy. But every session they did training on fundraising, and it was phased, depending upon what [time of year]. In the August session, it was program training and student recruiting and fundraising. Working on the board and stuff like that.

At the November session it was trade fairs and contests and fundraising. In the February session you would do end-of-the-year, contests, audit, budgeting, future unlimited banquet, and fundraising. At the end-of-the-year one, the last two weeks, there was a review of the year, personal plans, budgeting for the next year, program planning, advisor recruiting and student recruiting. Plus, a review of everything in fundraising. Fundraising was the theme that probably would be -- 50 percent of the time was spent on fundraising.

**MS. HUFF:** And certainly, that hasn't changed; has it? In terms of the responsibilities of a president or executive director?

**MR. EVANS:** No. And you could always tell if the question was, "Who does fundraising in your area?" The general answer was the board. When the question shifted to, "Who is ultimately responsible in your area?" The answer was, we are. That was drilled into us, too. I can't find the guy's name in here, but what he gave us every year were his ten rules of fundraising.

**MS. HUFF:** Did they work?

**MR. EVANS:** Yeah. In the basic kind of way. I mean, in those days there were special events still way out in the future. Bowling and things of that nature. The tried and true, primary way of raising money was the five-by-five campaign.

**MS. HUFF:** Which was?

**MR. EVANS:** Recruit a chairman. The chairman recruits five vice chairs. Each vice chair recruits five team captains. Each team captain recruits five solicitors. Now, that structure could be big or smaller or whatever. You could have had divisions. You could add another layer of divisions or something like that. Then each solicitor got five cards to work on. So, no one person was asked to contact more than five people for money, but it was all expected to be personal ask.

I'm going to be honest with you, the first year I was like – because I hadn't done fundraising before. I was always on the program side and stuff like that. To me I was like the little kid in a candy store almost. We had fund drive kick off. When we had our first report meeting, low and behold, money started arriving. So, this is pretty neat.

**MS. HUFF:** Then your question was answered that you had when you first started. That's where the money comes from.

**MR. EVANS:** That's where the money comes from.

**MS. HUFF:** So, there were plenty of industrial and commercial enterprises around York, Pennsylvania to draw from?

**MR. EVANS:** Very definitely. York had a strong reputation for JA. Some of the senior company leaders were heavily involved in it starting. It had prospered over the years and was looked favorably upon and so on. So, there was a strong foundation to start with.

As a matter of fact, when the executive directors from the Eastern Pennsylvania group would get together, York, Lancaster, Redding, Scranton, Allentown, I was always getting a rise out of it because I had a nice company car. You guys got old money and stuff like that. A lot of the others, they didn't own their own center. We always had money in the bank.

When we raised money, we adopted a preliminary budget at the December board meeting for the purpose of establishing a campaign goal. When we kicked off fundraising in late January or February, that money was just deferred income. Income for the next year.

So, we were always raising money in advance and had cash in the bank and money in a savings account. That was the most sophisticated investment we had. So we were always in pretty good shape, whereas the other areas in Pennsylvania, while they had similar size programs, they were always really scratching for their general existence.

**MS. HUFF:** What determined back then the difference between, for example, a major office or did you even have intermediates and satellites?

**MR. EVANS:** Nationally, there was a very defined organizational structure. The metro cities were any area that had more than 100 companies. Then there was a major area, which was an area that had a full-time staff and was less than 100 companies. Then there was an intermediate area, where basically it was less than ten companies and usually a part-time or volunteer staff.

Then in those days there was a Plan 4 operation. If you look at it, Plan 1 was metro. The Plan 2s were the majors. The Plan 3s were the intermediates and then the Plan 4 was the correspondent companies. JA in a box.

Dave Loose, when he was here doing rural expansion, basically that was a resurrection of that idea. We could package JA and put all kinds of supplemental materials with it. Ship it out somewhere and somebody would pay a fee. We shipped the materials out to them and then they were on their own to run it.

**MS. HUFF:** So, he was working with the national office at that time rather than international, Dave Loose?

**MR. EVANS:** Oh, yeah. He came here from Fort Wayne to run rural expansion, which I think was a grant-funded position. Then from there he went with the international operation.

**MS. HUFF:** So, you were considered a major?

**MR. EVANS:** We were a major area.

**MS. HUFF:** Major area.

**MR. EVANS:** I forget what the rest of the question was.

**MS. HUFF:** That's okay. I wanted to ask you what were the main events that took place while you were there in York? What experiences did you have that were – there were no Bowl-A-Thons, so you weren't raising money that way. Just personal asks?

**MR. EVANS:** The whole idea was to recruit somebody who was a big name in town who could be campaign chair overall. Then you put the structure together. As for major events, we did achiever recruiting. And we made a big deal out of charter presentation, which is usually about the fifth week of the company program.

**MS. HUFF:** Which is?

**MR. EVANS:** The first week the [JA] company would fill out a charter application as part of their start-up process. The fifth week we would invite the head person from each of the sponsoring firms and you try and get the biggest name you can. You get a press release and maybe TV coverage or something like that.

But basically, we made it akin to the stock issues of your charter and incorporation. Here was an executive from the company that sponsored you and they would come to the JA center and present the charter to the president and one of the advisors. Very ceremonial. Kind of make the advisors feel good.

One of the reasons to be an advisor, I always felt, was to recognize the advisors directly back to whoever the top local manager was at a company. The CEO, if it was a local based company, or the top local manager, if it was a national company. Writing an attaboy letter would buy a lot more than taking them to the Philly Café down the street for drinks afterwards. That would do well, too.

**MS. HUFF:** There was some of that as well, too. For sure.

**MR. EVANS:** Getting the top execs into the building was just another reason why I think we had a good reputation. Because having these top business leaders in the community come into the JA center at the start, [when] the temperature is nice outside. October, maybe. There are lots of kids still in the program and there is lots of enthusiasm and stuff like that, and that was good for the program. They came away with a really positive feeling about the activity. The wholesome activity of learning about business.

You have got to understand: what does JA do? In those days with the company [program we] predominately taught kids about business and the business cycle, and what it took to succeed: manufacturing and selling and administration. Those are the things that the kids learned in the company program. The top local business leaders in the community, what did they want in their businesses? They wanted people who were going to be future workers who knew how business operated and what it took to succeed. What it meant to work hard, make decisions and stuff like that.

So, it was a good fit and they were coming into the JA center. That whole concept was being reinforced with them. The advisors got all excited about having their ultimate boss come in. It was a win-win all the way around.

**MS. HUFF:** Now, originally, it was a 30-week program. Was it still at that time?

**MR. EVANS:** Yes. Still a 30-week program.

**MS. HUFF:** It still was even then. Wow. So, no wonder –

**MR. EVANS:** When I was in Hartford, Columbus Day was usually the opening night of JA. That Monday night. We were done recruiting in September and we got into early October and that was usually the kick-off night. Then it would run – it wasn't a hard and fast 30 weeks, but it would be close to 30 weeks. That was the idea, 30 weeks.

It was five weeks of getting organized. Five weeks at the end for liquidation and then 20 weeks of operations in the middle. It was kind of the general way the program was organized.



**MS. HUFF:** So, a much longer selling period.

**MR. EVANS:** Uh-huh. Much longer selling period. Much longer production period, and that was one of the reasons why they said, look, there is education there. How many times you have to sell something to learn how to sell? Basically, the argument was that in a 15-week program, they took five weeks of organization, five weeks of operation, five weeks of liquidation. Then they would come back to it. Actually, probably about four weeks of organization. About six weeks or so of operation and another five or six weeks of liquidation.

**MS. HUFF:** Of course, not making their own production anymore as well.

**MR. EVANS:** No.

**MS. HUFF:** So that cut down, I'm sure, quite a bit of the time. Tell us about the relationship in terms of the operating agreement with the national office. Was that still –

**MR. EVANS:** The operating agreement that we initially had in the 50s or so when JA went from being one national organization to being kind of a franchise-type organization, the operating agreement evolved. In those days, initially an area was chartered for one year and had to recharter every year.

If you go up in our files upstairs, you can see annual recharter renewals for every year. I'm pretty sure it was '66 when they went to a perpetual charter, and a new operating agreement. There were modifications to it, and then in '99 was when the last modification changed the operating agreement. At that point, Ann [Vessels, SVP – HR at JA Inc.] it was best to go back and ask everybody to resign the charter. So, each chair was asked to sign a charter for their operating agreement again in '99.

But there was always – as long as there has been a separate national-field kind of structure, there has been an operating agreement. In those days, it was viewed as a separate kind of regional structure.

The regional vice presidents, while they were national employees, were kind of (inaudible). National was a lot smaller. It was a president and program director, personnel, and accounting. A much smaller operation. The regional guys, RVPs, and their staffs ran their regions like little kingdoms.

They were king makers as far as those who wanted to get ahead in their career. Make or break folks. In the days of the company program, there was a lot of variability from program to program. You had the degree of consistency you had when you were in school.

When Karl [Flemke] started the 15-week program in Los Angeles, that was pretty blasphemous, because there are true diehards, purists, and 30-weeks was the way to go. Followed the school year. Just glad for numbers. Quantity versus quality. It's strange how you can go back 30 or 40

or 50 years and the minutes and documents show the organization [was] working through the same issues we're are grappling with today.

**MS. HUFF:** That's amazing.

**MR. EVANS:** It's just you're around long enough and it's déjà vu all over again.

**MS. HUFF:** The same issues, but a different environment they are dealing with.

**MR. EVANS:** Sometimes it's a different environment and sometimes it's just dumb decisions and people involved. They didn't get it the first time, unfortunately.

**MS. HUFF:** In relation to that particular period of time, what were the lessons that you learned?

**MR. EVANS:** Relative to the operating agreement?

**MS. HUFF:** Operating agreement. Running an operation of that size. Dealing with the national office. Dealing with the kids.

**MR. EVANS:** One of the things, again, York was pretty unique in that when January came, we still had kids. Dave Eustis, Sr. was my regional vice president, and you hear to this day people say, well, I never hear from my regional vice president or anything like that.

In the course of the three years, I was in York, I regularly talked to the regional office. Regularly had visits from them. I can remember one time in January, both Al Ellsworth, who is the assistant regional VP, and Dave Eustis, Sr. were both in the building together in cold January. They said, "Oh, man. Look at all these kids. This is great!" Because we had a bunch of kids – we had a pretty active program and kids came back after the holidays. There was always a struggle getting the kids back after the holiday break in January. Areas did all kinds of things. They ran contests. They did dances. They did trips. They did mailings. They did phone calls. Stuff like that, just to get them back and going again. It was difficult.

Again, I think probably maybe part of it is certain idealism. It was part having the exposure to the regional office when I worked in Hartford and getting to know some folks and stuff like that, but it was always a positive experience for me. I know that wasn't universal. There were some folks who felt when they came to town, they were gunning for them or making trouble or something like that.

**MS. HUFF:** In relation to what?

**MR. EVANS:** Program issues. Fund-raising issues. Stuff like that.

**MS. HUFF:** So, the RVPs worked out of the national office?

**MR. EVANS:** No. RVPs worked out of their own offices. West Hartford was the regional office for many, many, years, and Jack Spencer was the regional VP. Then Pete Rohan became regional VP. After Pete, I think it's Dave Eustis –

**MS. HUFF:** Pete?

**MR. EVANS:** Rohan. And then Jack Holiday, I think, and he moved it to Baltimore, Maryland from West Hartford. I think Jack did. Then they kind of went away not too long after that.

**MS. HUFF:** So, have any of these individuals that you have talked about, Jack Spencer and Jim Donahue and some of the others, are there any – and Al Ellsworth. Anything you want to tell us about any of those individuals?

**MR. EVANS:** One of the people who is most influential on me was when I was in York – you get little lessons. You glean little lessons from people. I was there for three years and the guy who was board chair in the middle Dirk Schou, who was vice president of manufacturing for Susquehanna Broadcasting, which basically oversaw all the Pfaltzgraff manufacturing – Susquehanna Broadcasting owned Pfaltzgraff.

It was an old family, one side had broadcasting and the other side had pottery. I assume it's still that way to this day. Dirk was in charge of all the manufacturing on the pottery side and he had an MBA from Harvard. Was a West Point grad. Very impressive guy in terms of dealing with the board, in terms of providing information. In terms of doing a comparative data collection analysis. That was probably one of the things that I learned from him that I thought was most significant.

**MS. HUFF:** For example, what was one of the best tips he ever gave you?

**MR. EVANS:** It's so simple and basic. But it's like if we are going to do a brochure for fundraising. In those days you could buy a brochure from national that had one panel blank, and you could have them printed locally. Today you can order it from national and get it and printed and shipped to you. It would be folded and everything else because of technology.

He pulled some data and said, that's good and well, but these are businesspeople, and they want to know how we compare to the surrounding JA areas. Just everything on a comparative basis. How is this compared to last year? How is this compared to down the road? Those kinds of things.

One of the things that Kaaren [Riker] used to do on compensation stuff was she would send out a compensation folder. A board chair wanted to comparative compensation data. She would send him those numbers. These are areas of relatively the same size and how much they pay their staff.

Well, to me that is fine and good, but if it doesn't have some performance data with it, to say this is how many students they reach, this is how large their staff is, this is how much money they

raise, this is how much they grew, or what their market share is, or something like that, then those numbers have very little meaning. That was a valuable lesson.

In my opinion, and this is strictly my opinion, but in my opinion working for JA for a period time and being able to work at the various levels in the organization, that's as good as an MBA. You're interacting with the top business leaders in your community, whether that's a local community, a state community, or a national community. You are regularly talking to, bumping up against, throwing ideas back and forth with and picking the brains of some of the best business thinkers in that community, whether it's a local, state, regional, national, whatever size. However you define community. It's an education unto itself.

**MS. HUFF:** So, would you say that Dirk was probably the most instrumental then in advising you?

**MR. EVANS:** I wouldn't say he was the most instrumental, but along the way he is one of the people in my life that sticks out. Definitely, Burt in Hartford. Joe Fowler. Karl. Some of the board chairs we had. Jim Hayes. Frank LaRoche. Marty [Lee]. Folks along the way that in their own way have imparted knowledge, experience, insights. Some lessons more easily learned than others.

But along the way the people who have shared knowledge and information with me, the board chairs. Having the opportunity to work for a CEO for so long and participate in meetings with the CEO. With the board chair you gain some of those insights.

When the CEO says, what about this and what about that? Well, a local board chair. The first time was Hicks Waldron, who was later to become the national board chair. When I was in Hartford, Hicks was the CEO of Heublein.

He was also at the time – I don't know whether he was the fund drive chair or vice chair of the Hartford board, or incoming chair, or the board chair. I don't know. Burt and I went over a couple of times and had lunch with him. At the time Heublein owned KFC and they owned Smirnoff Vodka. What's the wine with the writing all on the bottle? All I remember is we had lunch with him, and we had chicken and wine. That was lunch. It was one of my first impressions in his office. He shared his knowledge and thoughts, and he liked JA. He had been with GE years before and was familiar with JA.

That's the other thing, too. A lot of times when we think we are breaking new ground, it's already happened somewhere. When I was in York we were approached by the people of Carlisle, Pennsylvania to open JA. The board was very jealous of its resources in Carlisle so they wanted to make sure that they would be self-funding.

It's not unlike the situation here [Colorado Springs]. Again, the size of the community doesn't matter. The problems are kind of the same, it's just the scale. We talk about international. It becomes a resource issue. The board for many years said, there is enough on our plate to say grace over. We don't need to be looking for more work outside our borders. We don't want our resources going somewhere else.

In York, Pennsylvania, they didn't want the money we raised in York paying for JA kids in Carlyle 30 miles up the road. So, I went to Carlyle thinking we were totally breaking new ground. We got up there and, lo and behold, they had assembled some people to talk to. There were three or four that stepped forward. I was involved with JA here. I was involved with JA there. They became the advocates, and the people who came to volunteer as directors, staff, and organizers of JA in Carlyle.

I think that's the other thing, too, about the organization. There is this huge network of folks that have been involved with us at other stages in their professional career when JA presents itself as an opportunity. More seniors [managers] in our companies and stuff like that. They have fond memories, mostly of the company program, I think. But a lot of people, I think, look kindly on us for what we did.

**MS. HUFF:** You have been on some task forces. A few.

**MR. EVANS:** A few. Probably the most interesting would be the things that had the opportunity to work with Karl and being privy to strategic planning IMPACT '99 to 2005. The principles are the same. Some of the thought process. Different facilitators both times.

I thought -- the IMPACT 2005, people have different views of it, but I think it was the simplicity of it. We get all hung up around all these strategic goals and stuff like that. You always have four very simple strategic goals. Increase resources, increase efficiency, capacity, and impact. It was very simple. I think because of the numbers of students that were targeted, sometimes for the noise you can't hear the orchestra.

What we are trying to do is impact kids and, in my opinion, it was a very clean plan. A very simple plan. It wasn't overly complicated. Very strategic. Other things kind of get in the way of that sometimes.

**MS. HUFF:** What lessons have we learned from all of that?

**MR. EVANS:** The whole never-ending give and take, to characterize it politely, between this concept of quality versus quantity. I tend to side with --you're better to have quantity, if you can, without sacrificing quality.

As a for instance, we had an opportunity to participate in what has become Ground Hog Job Shadow Day. I got the call about it, got some information for Jim [Hayes], and relayed it to him. The whole concept of JA putting its resources into taking kids from schools and getting them out into the community to see jobs and see people at work. The concern about it was that it would take a lot a resource to devote to something like this at a time that is kind of busy, when we're trying to get second semester up and running and pull together the last few threads of classes that you need to fill.

I think one of the stories I said to Jim, was that when I was in York, I went to the school one time with Dirk Shou and, actually, Dirk knew the teacher. He was Project Business consultant at his

kid's school. He worked for Pfaltzgraff – a very senior guy. He volunteered in this class, and he came every week for the 15-week class. The teachers were telling me this story. This is not a story that I saw personally, but some teachers did. There was one kid in back of the room that put his head down every week. As I said, Project Business in those days involved a field trip.

Well, Dirk took the class to Susquehanna Broadcasting/Pfaltzgraff, where they had a TV station, radio station and outdoor advertising. He took the class to the TV station and radio station complex that they owned, which was right next to the outdoor advertising. Maybe it was all in the same building, I don't recall exactly how the physical structure. Anyway, this kid, of course, had to go, and in the course of touring the facility he came across some things going on in the outdoor advertising part. I think it was probably around art, creating the billboards that go on the outdoor signs and stuff like that.

This caught the kid's attention. When Dirk came to class, the kid sat up in class and listened. The teachers attributed that field trip with JA to turn this kid to become someone that they had already, at junior high or middle grade school, written off as going nowhere. and all of sudden he turned around.

I said to Jim, so if you have one kid in all the thousands of kids who will maybe go out and visit a business, and one kid gets turned on to something they see, to me it's worth the price of admission. I said, I really think you are going to see that kind of scenario repeated lots of times and it might not be substantive. They are not going to learn a lot about business, but they will see a lot of different careers in action.

To me, I thought it was worth it at the time. We went on to have a conference call with all the areas offices and we did a vote on that conference call. The way it was set up is they could press like one for yes, two for undecided, and three for no. It was overwhelming. There were only a couple of votes, not for no, but for undecided. But everybody that was on the conference call said, yes. We should do this.

**MS. HUFF:** Awesome. When was that exactly?

**MR. EVANS:** Ninety-five-ish. So, I think those are the kinds of things – I forget where this question started from, but I just think what we do has impact and why it's important. What we do in terms of impacting kids' lives and the influences that people have on us as staff and the lessons they teach us and so on. Only really to better prepare us for our job.

I remember this whole thing of quantity versus quality has been a long-term issue in the organization. It will probably continue to be. I don't know if we are on a strategic planning path now. That is one of the core issues. I don't know that there will be complete resolution or a complete agreement around it. I think we are hearing from the national board – they are always saying, you have to have growth. No business sustains itself very long if it doesn't grow. An individual doesn't sustain itself very long if it doesn't grow through nutrition, through knowledge, through relationships, and stuff like that. So, growth is a very natural thing, you can't be stagnant. You have to have the growth to retain a certain sense of dynamic appeal.

**MS. HUFF:** So, there is a strong voice about that certainly coming from the board right now.

**MR. EVANS:** Very definitely.

**MS. HUFF:** Let's see, that's actually a good segue to how do we impact kids' lives? What do you believe JA really accomplishes?

**MR. EVANS:** It's a variable answer and there are no hard and true answers. I think JA impacts kids' lives in all different ways. For those of us who were in the company program, I think it impacted us in ways around hands-on kinds of things. Doing things, learning. We were good at a thing: making the product, selling the product, working with other people, thinking. Those kinds of things.

I think to some degree, at a reduced level, some of those same things can come through in a classroom setting. More theoretical rather than hands on and practical. I think JA creates awareness of opportunity. It reinforces what teachers are doing in the classroom. I think it reinforces the fact that there is relevance to what they are learning. It reinforces that there is importance to what they're learning, to some degree, I think. It's like with most things in life, that it's not single dimensional.

What JA does has multiple impacts. You take our tagline –

**MS. HUFF:** Let their success be your inspiration.

**MR. EVANS:** Let their success be your inspiration. Yeah. Let their success be your inspiration. I think out of the box most people would say *let their success be your inspiration* to the very first students, and that's fine. That's probably very good we can have it that way. I think kids do succeed and it does inspire people to see kids get it.

Success, in some cases, is not just accomplishing something. It's maybe grasping a concept or understanding. Getting a certain understanding or knowledge. But "*their*" in my opinion can be anyone connected with JA. *Let their success be your inspiration* can be seeing an advisor, who was kind of ill at ease on their feet, gain comfort in getting up and talking to a group of students. Interacting. Thinking.

*Their success* in another case could be a teacher who gains a better understanding of what a businessperson is looking for in a future worker. What it takes for them to be successful in their business.

I think that *let their success be your inspiration* can be a success when a staff person feels when another staff person they have had the opportunity to bring into the organization, or be a supervisor for, or to share experiences or impart knowledge or wisdom, is successful and goes off and does great things.

So, I think what we are about as an organization is primarily teaching kids about business and economics. But that is a pretty simplistic explanation of what we do. I think it's much more

multi-dimensional than that. JA is really successful at a whole bunch of different levels with adults, with teachers, with volunteers, with students, of course, and the staff people. That a lot of people along the way who gain from what we do.

**MS. HUFF:** Nicely said. Beautiful. What are some of the challenges you have had over the years?

**MR. EVANS:** Some of the challenges? I think the ongoing challenge for me personally is a sense of balance. I think JA has been such an important part of my life that it's hard to balance sometimes with my personal life. Although, JA, over the years, has contributed greatly to my personal life, places I've been, things I've seen, done, people I've met.

The biggest challenge I have is probably – and this is coming from a very idealistic standpoint – in my opinion, I think everybody should aspire to work at national. I know there are lots of people in JA who would say, oh, why do you want to work there? Stuff like that. But I think one of the challenges of the organization to me is to get a certain – I don't know that you could say there is a unity of thought, but maybe a preponderance of agreement around a certain thought process. I think that's the biggest challenge of the organization.

**MS. HUFF:** Well, do you think that the area office autonomy from that perspective is a double-edged sword?

**MR. EVANS:** Very much. Autonomy is a double-edged sword. I think when you go back through the history of JA, one of the keys to the organization's success has been the pride of local ownership. I told you earlier in the interview that in the days of only the JA company program there was amazing uniqueness of JA from community to community.

A lot of variety. Variability in the way the program was delivered and structured. Some of the things were basic, but all the local little nuances and spins and special ways they did things happened. But that, I think, helped the organization grow and succeed. I think that pride and sense of ownership was important.

As I read the history book and remember recollections of here and Joe Francomano talked about it. An impediment for growth was the fact it was one central organization. It was only when they created this kind of franchise structure that you had this sense of local organization, and the organization really did grow and blossom.

So that sense of autonomy has served us well. But the sense of autonomy, I think, also at times drags us back because it tends to politicize things too much. You want to get everybody, every last person that can possibly weigh in on it, to sign off on something.

It sometimes prevents having a strong kind of consensus agreement to go forward with something. How you get to that point, I don't know. There are people—I work at national. I see things. I see how hard people work. I see how well-intentioned people are and so on.



I have worked in an area office, and I know how hard people work and I know how well-intentioned they are and stuff like that. You would think that there would be a certain ability to go forward together, but that's not always true. We do get cross-purposes with each other sometimes, and sometimes it is for the stupidest, silliest, smallest reason.

I think that one of the things is it all comes down to communication, and some of this has kind of been around for as long as I have. There was a presentation one year, I remember the title was "At the sound of the tone." The presentation was all about communication and it was not so much as what's being said, but how it's being said. I think you have heard me say this, we are human. We make mistakes. We can't correct mistakes if we don't know about them.

But how that message is conveyed makes all the difference in the world in terms of how fast, how thoroughly – just the whole tone around how a mistake is taken care of. We are on different teams here. We are on different teams in the field. But we are all on the same team in terms of what we are trying to accomplish and sometimes we just have to have a little bit of that team spirit shine through. Let's not pick on each other. Let's help each other. Gil [Folleher] always said, we backstop each other, we don't backstab each other. It's a good saying, I think.

**MS. HUFF:** So, as we go into the future now, what are some of things that we could do to resolve some of those issues? Certainly, we have the autonomy issue that's going to be around for quite a while, and the operating agreement, and so on. What are some of the things that we could do that could meet the challenges of the future and still work around allowing our individual offices to continue with their individualistic natures and promote that entrepreneurial spirit?

**MR. EVANS:** It's a hard question, and there are many answers. I think technology holds the biggest promise for that. I think it all comes down to communication. I think it all comes down to relationship, understanding. Having a chance to walk in each other's shoes. Having appreciation for what the other folks are dealing with.

It would go a long way, I think, if this were a perfect world and we had all the resources you could ever imagine we needed. We have the slickest, quickest technology and communication means and ability to move around and convey information and images and all that.

But it does take the place of the personal touch and the one-on-one appeal that people have, and the ability to communicate, talk, disagree, reach agreement, stuff like that. You have to have some degree of disagreement. An organization will stagnate if everybody is just in locked agreement all the time.

It doesn't always have to be as contentious as it sometimes is. But I think in an ideal world we would have better relationships, better communication among all of this. We would have a better understanding. A better ability to bring understanding about what we do to a higher level. But it's easy to say those things. It's quite another thing to achieve that.

You have to really work at it consistently. There is just no letting up in terms of continuing to strive. Set a goal. I think it's okay to set an idealistic goal as long as it's somewhat realistic and keep striving towards it, because I think that's the only way.

Anything great that's ever been accomplished has been only because of somebody has a great idea and been able to implement it. It requires people. It requires people working together. It requires teamwork and communication.

My opinion is, we let budgets, we let structure, sometimes we let personality, limit what we can do. In my opinion, this is true in life, it's not just true here. But if an organization, if a group of people in an organization, wants to accomplish something, there is no lack of budget, there is no lack of resources, there is no lack of initiative, that's going to prevent them from accomplishing it.

I think it's just a matter of determination, drive, and follow through that you can accomplish anything. Any time people get together and make their mind up they want to do something, it's a pretty formidable force to be dealt with. It really is. Especially, if they think what they are doing is right and for the right reasons.

**MS. HUFF:** Well, Frank, you are the personification of that. Look how far you have come in the organization yourself. Pretty phenomenal. You've gained a lot of respect from many, many people in this organization.

**MR. EVANS:** It's hard to believe that thirty years has gone by. It's hard to believe. I don't feel like you should be sitting here interviewing me, because there are other people out there. I think this final chapter hasn't been written yet.

**MS. HUFF:** Tell us when you started at national headquarters and what drove you here? Did you work in Stamford?

**MR. EVANS:** Yeah. I worked in Stamford. Actually, before I worked for national I worked in Denver in the regional office. When I was in York, it had been three years, Jack Spencer called. There was an opening in Jackson, Mississippi. He thought I would be a good applicant for it.

I'm thinking it was like Tom Chitwood, Dale Johnson, myself, and maybe somebody else for the ED. There were four or five of us interviewed all together. If I remember correctly, Dale got the job. And then I interviewed in Westchester, Connecticut, and Dudley Bray got that job.

Dudley had been in Rochester, and they asked me to go interview at Rochester and they hired a guy from LA who knew the semester program and I didn't. At that point I was all done. I was going to stay put another year. My board was tired of me interviewing and all that. They agreed to let me go to the national conference that year. The national conference was at Keystone. It was 1980 and we came to Keystone. I knew Dave Eustis and Al [Ellsworth] and some folks from the east coast, but I didn't know anybody aside from the east coast.

On the first morning of the conference at Keystone, they introduced Joe [Francomano], who got up and talked about an opening. He read a Green Sheet saying there was an opening for, basically, what later became the director of operations in the western region to work for Gil in Denver.

Boy, that made my ears perk up. Later that morning, Dave Eustis saw me and he said, you are going to talk to Gil, aren't you? I didn't say anything. That was the extent of the dialogue. I didn't say anything to him. He just said, you are going to talk to Gil, aren't you? Something like that.

I had a chance to talk to Gil. I don't think I ever did anything more formal than talk to Gil. There was no resume. I think I wrote a follow-up letter. Basically, I got the job. His first question to me when he called was, why would somebody want to come to work for national?

So probably about August of 1980, I left York and at that point in my perspective was that all those other doors had closed on me because there was another window of opportunity, an even better one, to open.

As I look back, it was probably the best move I could have done to go there, rather than any of those other places that I had applied to go to. I remember the first day getting to the Denver regional office. I don't know if it was the first day or two when Gil sat down and I said, okay, what do I need to know to do this job? Is there a manual you want me to read or anything? Kind of being a craftsman, a detail kind of guy.

He just said, no, not really. He just said – these aren't his exact words – but to do your job, you have the authority to do your job. You can't pick anybody off. That's not an exact quote.

That was basically the instruction. Go do it. So, I came to work, and it was Gil, Frank LaRoche, Terry Thompson was the regional PB director, and Frank Stryganek, and then they had another assistant, and we had a rotation on assistant. I think it was a second assistant.

Gil had the big office, and Terry and Frank each had smaller ones. When I got there, we bought some bookcases and built a partition and Gil moved to one of the smaller offices and Frank and I shared the big one. I remember needing something. It was maybe a stapler or something like that, and I remember talking to Stryganek about needing a stapler and it was like \$30. Maybe not a stapler, it was something bigger than that. I remember hearing this voice from the other side of the bookcase, remember somebody had to raise \$300 to buy that. He was trying to put it in perspective.

We are working at national, and we had to raise money ourselves. But somebody else had to raise a lot more. That was kind of a valuable lesson just right out of the box. I worked there for two years. One year as Gil's assistant. Kind of his DL. I had a group of areas that I dealt with.

Then the second year was I was regional Project Business director. I worked for Ralph Schulz. Then at the end of the first year, Karl Flemke succeeds Dick Maxwell as national president. Karl

brought Gil to Stamford as a national VP or senior VP of programs, and a year later Gil brought me to national.

**MS. HUFF:** Well, tell us about the director of operations position. What was your daily operation like?

**MR. EVANS:** Well, it was – because I was the detail guy, one of things that I did try to understand all the stuff that was supposed to come in. What I did was – LaRoche still to this day talks about it once in a while. But what I did was create this huge chart. About six or seven pounds of poster board with a grid. Trying to figure out all the things that we were expecting from an area. Different promotional, organizational, and marketing and stuff like that. We built this big grid then listed all the areas and put some headings on them. Put a big piece of plastic over it and with a grease pencil.

When minutes came in from a community, we would mark them off. Financial statements or correspondences. Stuff like that. So, at glance – we were in this one big office and it was kind of in the middle. Even though we couldn't see each other directly, we could both see the board together. We would sit there, and we had all the important information posted. We had all the data. We would talk to the area. Whatever minutes you had or “it's been a while since you sent us a financial statement.”

We would talk to them and find out how many kids they had in their programs and grow them. We always had a tissue or something like that. Wipe it off and put a new number up. We would talk to an area and it was like talking about information and data and stuff. Our way of doing it.

One of the things that happened was right after Christmas. We came back after the holiday break and hadn't been in the office very long when we got a phone call. The guy who ran JA Sioux Falls died like the day before playing racquetball. Fell over dead.

So, I had to go to Sioux Falls to attend the funeral and begin the process of hiring a new president, or executive director in those days. That was interesting, to go to South Dakota in January and I had never – at that point in my life, that was probably the coldest temperature I had ever felt. How are they even going to open the ground and bury this guy?

It was a huge funeral and just felt, literally, that there was such a wonderful sense of community there. It was akin to what I saw in York. It was sense of community, of people coming together. JA was always in the community.

What were bad circumstances to start with turned out to be kind of personally fulfilling. Very gratifying kind of operation in the end.

Another one – again, one of these little sayings you learned in JA – one day I get a phone call. Answer the phone. This is the board chair in such and such city. Any chance you can come over and see me next week on such and such day. By the way, don't tell John, and that's not the right name, who was the president.

I hung up the phone and called LaRoche and called Gil. You hate to get those calls. It was like they were having some difficulties with turf, the executive director and the chief board officer. One of the truisms is that when the board starts questioning your ability, we can save somebody for a while. We can plan some time, but in the end, you really can't save them once that doubt was planted with the board.

It's a valuable lesson I think for us to learn as we go forward. When you go through life, all you have is your word and the respect you gain. When you start to lose it, you lose a lot.

**MS. HUFF:** Did it work the other way as well with the board or not as much?

**MR. EVANS:** Not as much, I think. But probably to some degree it does. Yeah. It does in reverse. But they were two of the bigger kind of lessons, if you will, that I learned out of it. It was hard for me, probably within the first six or eight months of working for national, and I always had the perspective of being on the other side and hearing the horror stories about national coming in and gunning for somebody. Stuff like that.

The reality was a lot of times it wasn't national that was gunning. National got to do the dirty work. The board was the one who was really gunning for the person. So, it's a kind of interesting perspective.

Then I went to do Project Business and work for Ralph and that was interesting. In the course of that I got to go to Hawaii. Terry Thompson went over when I was working for Gil to open Project Business in Hawaii, and in those days, a year after Project Business was in an area, you went back to get a baseline evaluation.

This was a whole new concept in JA. You went in and you did a whole bunch of number crunching. You evaluated the level of volunteers. It was like a whole presentation. It was not on PowerPoint; it was all on transparencies. Again, took a grease pencil and stuff like that. You would put the notes together before you left whatever city you were you in and would pull all your numbers together with a little calculator and give them a lot of data. At the time, JA did not have a slide for how many kids we had in the footprint: market data, the level of the volunteers, what types of school they were going in. All kinds of demographic information. So, I introduced that concept. So, I got to go over. Left on a Monday morning and came back on a Friday night. Spent the week in Hawaii.

**MS. HUFF:** So, you introduced the concept?

**MR. EVANS:** No. No, no, no. No. It had already been developed, but I got to go back and do the baseline evaluation and spend a week in Hawaii. Thompson got to go over and introduce it. That was a fun deal.

**MS. HUFF:** So, Kathy came to Denver with you and by then you must have had at least one son.

**MR. EVANS:** We had Ryan. Ryan was born in York. He was a year old when we moved to Denver, and he was three when we moved back to the east coast.

**MS. HUFF:** So, then you moved to Stamford?

**MR. EVANS:** Uh-huh.

**MS. HUFF:** What enticed you do that?

**MR. EVANS:** Well, Gil called up, are you going to interview for this job, or you want this – are you interested in this or something like that? He had applicants. Again, it was one of those things where there was never a formal application. I used to go to NAJAC in those days and I think it was actually at NAJAC that we had discussion about it. The next thing I know I was packing up and moving to Stamford.

**MS. HUFF:** No behavioral interviewing?

**MR. EVANS:** No behavioral interviewing. Nothing like that. Not at all.

**MS. HUFF:** So, what position did you hold out there?

**MR. EVANS:** Initially, national program director. I was responsible for the company program, which was the only other thing we had in those days. Ralph was the national PB director, and I was the national program director, which was JA. Those were the only two programs we had, and it was kind of on a product basis.

**MS. HUFF:** And Ralph's last name again was?

**MR. EVANS:** Schulz. S-C-H-U-L-Z. So, we did that. I had involvement on the product development committee. NAJAC. Graphics was under me. A lot of stuff was under program in those days.

**MS. HUFF:** Where was their office at that time?

**MR. EVANS:** 550 Summer Street, Stamford, Connecticut. I lived in Danbury. When I first got there, it was about an hour drive back and forth, and by the time I left five years later it was about an hour and 20-minute drive.

**MS. HUFF:** Now it's a parkway?

**MR. EVANS:** No. Not now. When I first started coming down it was highway 7. Come 85 to 7 and go south until you get close to Stamford. Then I got smart, and I started just doing little back roads. Scarsdale, New York, and these two-lane highways. I would do dictation all the way. Got home. Get to my inbox. Organize it at night.

In the morning, put all the stuff together with the Dictaphone on top. Walk back to the door and in about ten minutes I got in my car and get on the back road and do dictation all the way in. It was productive. I hated the drive, but it ended up being a very productive use of time.

**MS. HUFF:** So, what was your main function then as the national program director?

**MR. EVANS:** Just the continuing evolution of the company program. There was a program development committee and I met with them. We used to get together and change a line on this form or that form on the company program system.

The updating of the manual. There was a time period where liability insurance and program insurance were under me. Graphics. NAJAC. I'm trying to think what else. I think all the program statistics. Gathering the numbers and stuff like that.

**MS. HUFF:** So, you had talked earlier about the 15 weeks. Did that become nationwide?

**MR. EVANS:** Yeah. Actually, there was a time in there where I went out and did a couple of presentations to areas that weren't on the semester program. It was the first time I met Terry Jarchow in St. Louis. I went to St. Louis and presented the semester program. We had two versions of the company program: we had the traditional 30-week version and the 15-week version. Those were the primary components.

In that time, we got a grant from 3M for Business Basics. Gil was the senior VP of programs and I worked for him, and Ralph worked for him. Then Gil hired Jean Buckley, as the director of Business Basics. That was centered on a community organized along the program lines.

**MS. HUFF:** So, was the national office making the decisions about moving into Project Business and Business Basics at this point?

**MR. EVANS:** Yeah. Project Business was fairly well established by that point, and it was just basically in growth mode. Introducing it to new areas, revising the material, doing evaluations. Stuff like that.

The JA company program was pretty much settled. There was nothing really radical happening with that. The 15-week version was about the most radical thing, but the basic elements were the same. It was just kind of shortened. There wasn't a lot going on with that.

During that same time period, Karl was starting to do research and development on what became Applied Economics. Once that hit, then the company program started to decline and that was a pretty contentious time.

**MS. HUFF:** Are you talking about Karl Flemke?

**MR. EVANS:** Yep. Karl Flemke.

**MS. HUFF:** So, Business Basics is fifth grade?

**MR. EVANS:** Fifth grade. Correct. So, at that point we had elementary, middle or junior, and high school programs. At that particular point in time, we thought we had the whole spectrum covered with three programs.

**MS. HUFF:** What was the reasoning for wanting to get to the elementary school?

**MR. EVANS:** Not then. Later there was a further discussion around that. But basically, it was just some areas had started to do some experimenting. We were getting calls to bring the Project Business stuff to lower grades. So, a need to have something at the elementary school level.

We started to get a feeling of comfort with running the school programs. It's a natural progression. Maybe there will be others who would have a different perspective on this. It was just kind of the natural extension of an in-school programming effort to take it to that level.

**MS. HUFF:** Was it similar to "Our Nation" now, which is 5<sup>th</sup> grade?

**MR. EVANS:** I can't remember.

**MS. HUFF:** Did they kind of run the little company?

**MR. EVANS:** No. It was more of a spinoff of Project Business. More just kind of elementary level presentation on some of the concepts is what I recall. For economic and business concepts and that type of thing. It wasn't a miniaturization of the company program or anything of that nature.

Eventually, parts of Project Business were spun off and divided into three different programs in later years. But yeah. I don't know that it was that deliberate. Some of this I think was kind of evolutionary. I think opportunistic things came along.

There may have been – again, at a level that I wasn't familiar with --there may have been some push from the board to move in that direction. I don't know.

I know when we went into K-6, Karl was pushing it. Whether direction was given by the board, I don't know. But at that point there was just a general way of thinking around the country. It was more about staying in school. The feeling here at JA being that if we could show kids relevance of their education, in terms of careers and business and making money, the lifestyle that provides – if they stay in school and they have an appreciation for it.

So, when we introduced K-6, at that point in time it was more in the context of stay in school. A lot of this stuff, it doesn't happen in a vacuum. There is a certain mood in the country. Certain thought processes were sweeping the educational sector. I think to some degree we are either in step with or reacting to some of the things that are happening in the greater environment.

**MS. HUFF:** Which is a good segue to what was happening in the country during these different periods that really impacted JA?



**MR. EVANS:** Well, in the '70s we shifted to the semester program and when we were looking at Project Business in school, there was a lot of anti-business sentiment. Let's see. In the '70s Vietnam was still ongoing. It kind of started to come to an end. A lot of anti-establishment kind of thinking.

It wasn't cool to go out at night and learn about business and economics, but it was part of the curriculum. I think that was part of it. The growth in the company program had started to stagnate a bit in that time period. This was viewed as a more captive market. You really had to work hard to get kids in the centers at night.

That's why there was such amazing variability in the company program because of all of these things. Full of add-ons and sweeteners and bells and whistles and stuff like that that different areas did to attract and retain kids in the after-school program. The thought process was if we move it to in-school, they are there. They are going to be there for six or seven hours a day.

It's kind of a built-in audience. We don't have to recruit. It's going to be easier to recruit one person to volunteer than it is to recruit 30 kids to sit there and listen to them.

**MS. HUFF:** Which must have been a huge time factor.

**MR. EVANS:** Major shift in our thinking. It was definitely. But, again, how much of it was deliberate, strategic thinking? How much of it was dumb luck? I don't know. Sometimes something happens and you are in the right place at the right time.

Like a lot of things, Project Business kind of bubbled up. It wasn't a national thing necessarily, as it was some areas, through a structured R&D experimentation program, started talking about doing it in school.

There was always this bias. We teach free enterprise. We don't take Community Chest money; we don't take United Way money. We are purists. We don't splash business sponsorships over ourselves. There were some real purists in the way of thinking how the programs would go over. The purists would say, if we go into schools, they are going to take it over. They are going to teach, and it won't be business teaching. We are teaching them about business.

**MS. HUFF:** By the same token, we weren't receiving any government funding and there were some real strong feelings about that as I recall.

**MR. EVANS:** There were real strong feelings about that and there had been up until this past September. [approximately early 2000's]

**MS. HUFF:** What's changed?

**MR. EVANS:** Well, there had been a gradual shift in thinking around government funding. For years and years, it was totally prohibited. Ten years ago, or so there were some government programs for schoolwork and some government initiatives that put funding in schools that would

play to similar stuff that we did. There was a softening of their position and areas started taking money from schools to pay for materials with the advent of the in-school programs.

The thing being is that we are providing these textbooks when the school provide textbooks anyway. Why not let them pay for it with some the schoolwork money and some other government initiatives. So, then the board adopted a policy of up to 10 percent. Now, this past September they kind of further soften their position and kind of more aggressively looked at government funding.

So, for years and years the thought was that with government funding you are running a risk of loss. You get a change in administration and, all of a sudden, the wind shifts and the funding you had this year is not there next year. It belongs to somebody else's pet project.

The other argument is that that happens in business, too. You have a good relationship with the CEO of the company, and you are looked favorably upon. You get lots of funding until there is a change in leadership and the next CEO has their favorite organization they are involved with. So, it can happen there, too. So that thinking really was not valid.

**MS. HUFF:** What was the view on strings being attached to the government funding?

**MR. EVANS:** Just the concern that you have to teach a certain way or couldn't teach certain things or something like that. I don't know that that has really turned out to be. Maybe it wasn't as much a concern as it was thought to potentially be. Not that I'm aware of, at least.

**MS. HUFF:** So here you are in Stamford, Connecticut, now, and you held just that one position? National program director.

**MR. EVANS:** For about three years, I think.

**MS. HUFF:** Three years.

**MR. EVANS:** '82-'85 was the national program director. That's when Karl brought in Ray Olson from LA and Don Floyd from New York as the two executive vice presidents and reorganized the staff and my position shifted to special events.

Now, as program director, Gil had already had me working and doing stuff at the board meeting. Doing logistics and stuff like that. The guy that had been doing it, a couple of things kind of got overlooked and stuff like that. Karl got upset about it.

Gil said, okay. I've got somebody who is good at following up on detail. So, I started being involved with the board meetings then. I shifted and took NAJAC with me as director of special events and did board meetings. Did NBHF [National Business Hall of Fame]. Logistics. I forget what else. Worked with the regional offices, doing regional conferences and stuff like that.

We had a training department, but this was separate. This was doing all the logistics. Hotel and all the things relating to that, plus the national student conference. The national NLC [National Leadership Conference].

**MS. HUFF:** Out of state as well?

**MR. EVANS:** Yeah. I did that –

**MS. HUFF:** Which was at that time called – I can't remember.

**MR. EVANS:** It used to be national staff conference. Then it was national training seminar. Then it was national leadership conference. World leadership conference.

**MS. HUFF:** Global.

**MR. EVANS:** Global.

**MS. HUFF:** MSG. I do remember that.

**MR. EVANS:** So, it's had different names. Basically, it's the same.

**MS. HUFF:** Let me ask this question. How has the NLC, National Leadership Conference, changed over the years? Bigger?

**MR. EVANS:** Yes. It's gotten bigger. It's gotten more balanced. A lot of the good-ole boy stuff has kind of gone away over time. There used to be a lot more of that, especially, five, ten, fifteen years ago, because it was predominantly a male-led organization.

You look at some of the pictures of early staff conferences, there is not a single woman. They are all white faces. That has changed at the conferences. I think it's reflective of the changing times and interests and needs that have changed with it.

I think the conference has a long history of going to some nice places. I think that has a certain appeal to the staff. I think a lot of what I tried to do in that time period was not so much around content as it was introducing computers. We started with doing registration. We developed our own system. The IT staff in those days, if you needed a program, they would write the program.

The student conference program, well, that we contracted out. But the program we did – they developed a program in-house to capture all the student numbers and to do a company firm directory of the companies that were involved with us to do the fundraising. Tried to capture fundraising data.

So, we had our own program that we developed for doing conference registration and generate name badges and customized agendas and stuff like that. Today that stuff you can do basically in Word and Excel or Word and Access or something like that, without the need of a

programmer. But in those days, it was all COBOL and hard heavy programming for many hours and a lot of trial and error. Very rigid kinds of structures to kind of make it happen.

**MS. HUFF:** By the same token, NBHF, National Business Hall of Fame, same similar sorts of challenges with registration?

**MR. EVANS:** Yeah. We started doing registration online and we went to a name badge program. That was one of the things that really drove it, because a board member didn't like the fact that we had handwritten name badges, who shall remain nameless.

**MS. HUFF:** So, what were your duties in terms of the board meetings?

**MR. EVANS:** Logistics. Setting up. Trying to get the site set up ahead of time. Attendance lists. Working with Karl's secretary, in those days Florence [O'Brien], on all the set up. Who was going to be there? People in what room? AV they needed. Stuff like. In those days it was all done on the fly. Today it's get everybody together and have a meeting and talk about it and all that.

In those days, it was all basically one on one, and you didn't have a (inaudible). Somebody thought of something and wanted to do it and forget to tell you, you were always scrambling at the end to produce AV equipment for so and so. A name tag for somebody they forgot was coming or something like that. It was a very different kind of experience.

**MS. HUFF:** How big was the board at that time?

**MR. EVANS:** About the same. Sixty board members. Maybe about the same size. Maybe a little bit smaller. It was more New York based. So, I think probably in those days attendance may have been a little bit better. The board meetings rotated. There were a couple of board members who had facilities big enough and most of the time my job was to find a hotel for the staff to stay.

As a matter of fact, we used to stay in some of the dinkiest, rundown, kind of little hotels. Side streets in New York, and slowly kind of made our way out to Lexington Avenue and kind of came up in the world a little bit.

But the board meeting was always held at a board member's office, and we would give a toast for the dinner the night before and just make sure all the pieces fit and worked together.

**MS. HUFF:** How many board meetings did you have in a year?

**MR. EVANS:** Four. It pretty much stayed the same.

**MS. HUFF:** Same.

**MR. EVANS:** As far as I would know it's been the same.

**MS. HUFF:** You were in charge of NAJAC by this time. Tell us about that.

**MR. EVANS:** Yes. I had gone to NAJAC – I was supposed to go to NAJAC as a student from Atlantic City in '68 and I did not go because it was the beginning of summertime in the resort area. If I had left to go for a week in August, I wouldn't have had the job I had when I came back, which paid good money, so I did not go.

But ten years later when I was in York, Kathy and I went in the summer of '78. Exactly ten years later I went as a visitor. This is the way you first went and the next year I was on staff.

**MS. HUFF:** What was your first impression of it?

**MR. EVANS:** It was big. A little hard to get your arms around, to understand. Cliquish to a degree. The same kind of reaction you would have walking into anything the first time. You are on the outside. Everybody else is on the inside.

Trying to understand what all happened here and who all made it happen and who are the leaders. Formal and informal. Stuff like that. Fortunately, I knew some folks. I had been around the organization through my degrees and stuff like that. Some of the folks who were on staff that did that with me knew some of them and kind of got a feel for it.

The next year they had asked me to come back as admin director, which is like to go from a visitor one year, not even staff, and then to do it at director level. The conference structure was pretty amazing. Two years later I was at national. I was the conference director and ran the conference for a whole bunch of years.

The first thing I did when I got to national, Buffy Kaufman who had run NAJAC for years and years, was in the process of leaving. When I got there, she was only going to be there for a couple more days and then she was going to be gone.

I literally landed in Stamford as the new national program director and was interviewing folks for the job. The person I hired was Lou Ursone, who was then working for JA in New York. I had known Lou since he was a high school student in JA and he had –

**MS. HUFF:** Was he related to Janet?

**MR. EVANS:** Yes. Her husband now. When I was in Hartford, we went to ROJAC and Jolene Irvin, who was a student at the Simsbury JA center, was selected one year at ROJAC as the outstanding young businesswoman and Lou Ursone, who was a student member of JA in Stamford, Connecticut, was selected that year as the outstanding young businessman.

Over the years I just kept bumping into him. When I went to NAJAC he was there on summer staff and then he went to work for JA. So, I've known Lou since he was in high school. He was in Stamford, and I was in Hartford in those days, but it's kind of interesting.

**MS. HUFF:** Go right into NAJAC then.

**MR. EVANS:** So, I hired Lou and he came to work for me and he left New York. We started putting on the conference and it was at that point the conference had 3,000 students, as I recall. I think that year, the year that was the biggest, 2,995 was the final student number. We had a staff of about 350. Most were volunteers. Some of them were paid professionals, but most of them were volunteers.

Lou was really neat. That was Lou's thing, NAJAC. He had been a student. He had gone to the conference. He had been on the conference staff as a volunteer. He was on the summer staff at national. Every year at national they hired about five or six interns who won little contests. One was the conference registrar. One was the BIE [Business, Industry and Education Day] coordinator. There were two assistant registrars. So, they had all these people.

Chip Hardt was a NAJAC intern. Dave Eustis, Jr., was a NAJAC intern. Trying to think. There has been other people who have come to work for us on staff. Some fairly notable folks served on that staff. So, it was kind of the big thing, getting ready for the conference and contests, and getting all the volunteers and stuff like that.

Lou liked staffing. He invited these people to come on staff and when the time came that somebody wasn't going to be invited back next year, I wrote the letter to the people who weren't coming back. That was always a hard thing to do. Some write back and stuff like that, because there were some people who had been coming to that conference 33 to 35 years as staff.

Which is where you've got cliques and stuff like that. There were some people who would only work together and knew what they were going to do. It's kind of like when I went to York, Pennsylvania, and Lena was introduced as the secretary and she had been there for years and years. Basically, to this day, there are areas like this where the JA secretary believes their job is to train the new executive director.

That's not an unusual circumstance to see that. But these folks knew what they were going to do, and I was the new guy in town. Fortunately, I had been there for a couple of years, one year on staff and a couple of years as the admin director. So, I started building a cadre of friends and people. I kind of knew my way around so I wasn't like a total outsider coming in.

The conference was a week-long event for close to 3,000 students. We did it at Indiana University. We used three dorms, three dorm dining rooms and the IU auditorium, which we filled up. It had a huge pipe organ in it and very professional staging. We used a lot of the university and classroom facilities.

If you weren't in contests, half the day was spent in discussion groups. You would go out every year and try to find the biggest trees close by. There was an instruction that you couldn't always count on going back to the same place you were. It was like, go out and find a big open area.

The conference was divided into groups. The ideal group was 25 boys, 25 girls. There was a female group counselor and a male group counselor who kind of mother-henned these kids for the week. They stayed with them and stuff like that. So, the group counselors would take their

group of 50 kids and they would go out under a tree and they would have like three or four discussion topics every day to talk about.

Then they would break from that, and they would come back and have lunch and they would flipflop. The kids who had discussion in the morning went to seminars in the afternoon. Just like any other conference. The seminars were done in a more formal setting, usually in one of the classroom buildings.

Sometimes we had conference visitors do the seminars. In later years we had the teaching staff of school of business at IU give us an agenda of things they could present, and we would pick and choose the topics. So, we would be giving those students a chance in high school to experience a little bit of what a college classroom setting might be. A college level instructor and stuff like that.

Then we had contests. Company of the year. Salesperson of the year. VP sales. VP marketing. Treasurer. President. All those kinds of things. Plus, you had elections. Some kids ran for conference office. President and vice president. Secretary. Usually, they had two vice presidents. We never had a treasurer. Two vice presidents. A secretary. Then that structure changed from year to year.

We were always fine tuning it. This doesn't work. This works. Stuff like that.

**MS. HUFF:** What was the greatest benefit to the kids in NAJAC?

**MR. EVANS:** My personal perspective, for some of those kids, it was to see the bigger world. To get them out of town. Maybe they had lived one place all their life and NAJAC would put them on a bus or a plane or a train or a car, whatever they used to get there. It was kind of like the biggest event in their life at that point in some cases.

Not universally, but I think in some cases. You put them in a college campus setting to force them to interact with kids. The way they were manually assigned, and the way that we had the computer assign them, was if Seattle had 50 kids they were sending you get the registration cards for all the kids who are coming together. The first kid was Group 1, the second one Group 2, the third kid Group 3.

We kind of arbitrarily forced the kids to be in different groups and to be with kids that they didn't know so they had an opportunity to be introduced to people from all over the country. In some cases, literally the world, because we had kids come from foreign JA operations. We always invited kids from all the international affiliates that were then in existence, and we used to get some.

We also invited kids from Boy Scouts. Girl Scouts. 4-H. FBLA. Half a dozen back then. Always had representatives from those organizations attend the conference as well. So, the JA kids got this exposure. It didn't matter what color they were, as long as they were both the same gender. That was the primary criteria.

There could come a time, you could maybe have two kids, not in the same room, but from the same area in the same area depending on how big the delegation was. You went all the way around one time and had somebody back in the same group again. To most of them, 50 was a big delegation and you had very few of those.

Then we had motivational speakers. In some cases, they were fairly well known in their time. The national board chair typically made a presentation.

The talent show on Wednesday night was at a very, very high level. The production was very high. Professional lighting. Some of these kids came were talented in an artistic way. Ventriloquist. Dancers. Piano players. A baton. You name it.

Over time you had the businesspeople who came for BIE day, which was on Wednesday. Areas in those days would be invited to send a delegation of their local business leaders to come to Indiana to the university.

At one point there was a national board meeting on BIE day. The businesspeople would get out of their planes, get out of their cars, whatever, and we would put them with a student. They would just go out and find a group, sit down with the group, and join in on the conversation. Whatever the kids were talking about.

We typically programmed it so the best written discussion topics and maybe the most controversial topics were on Wednesday. That's the third day they are meeting and kids are knowing each other and maybe getting a little feisty. More able to speak up and stuff like that.

The businesspeople really would get a big bang out of it, literally. The liveliness of the discussion. They were invited to join in and contribute their ideas, maybe debate points and stuff like that. Then we had a dinner for them.

At night usually the national board chair would preside over the dinner at the student union. A reception and dinner. From the reception we went back over to the auditorium for the talent show. They always got premier seating in the balcony area center stage.

**MS. HUFF:** So, you must have provided music for them?

**MR. EVANS:** Yes. The tradition that started at NAJAC was the pit would be down. It had smoke and they would play the theme to 2001 Space Odyssey. You would hit this button for the stage to start rising and smoke and all this. The house would be black. It would be dark. The smoke and lights would start coming on and the stage would come up with the music. It was like it built a crescendo until it became level with the stage.

The conference always ended with a slideshow. We had photographers out every day out taking pictures. Slides in those days. A staff person and volunteer. They did this back and forth and the guy who did it was a long-term JA volunteer.



He would pick the music all year long. He would spend the week putting slides together and changing them from day to day as he went. It was kind of like the closing for NLC. He captured all the groups; all the fun activities and the conference would end with three slide shows.

It was real emotional, because you just had all the contest winners announced Friday morning and you had the slide show collage of the week, and then this kind of emotional ending.

We had a daily newspaper. Newsprint type set. We had people sit up all night and put it to bed. Not all night; they would start at 7:00 or 8:00 at night and work until 10:00, 11:00, 12:00 in the morning. They would print it and we would have it back by noon the next day and gave it out as they went to lunch.

We had a dance every night. There were lots of moving parts to this and it was hard to sustain as the numbers came down. Part of the fee to attend was fairly reasonable, but you were on a college campus. The rates were very reasonable. You didn't pay a whole lot for rooms and college campus meals. The food was good.

We paid very little for the use of the auditorium and facilities. Nothing like you would pay in a hotel. So, it was a very reasonable costs, but as the numbers came down it just could not afford or support the same infrastructure. So, parts kept falling off and being whittled away.

**MS. HUFF:** How many people did it take to pull this off?

**MR. EVANS:** On staff – Lou worked pretty much year-round. Probably 60 percent of the time on a year-round basis was spent on the conference. We had some of the summer interns come in over the December holiday break when they were home, and they would do some of the preliminaries.

Then as soon as school got out like in May or early June, the summer staff would show up. We would hire summer staff. We had five or six kids. They would work full time up until the time we went in August.

We were on campus for two weeks, with one week for the conference. The summer staff was on campus two weeks. Lou and I would usually go out the Tuesday before things started on Sunday, just dealing with last minute stuff. All the details.

NAJAC was the second headquarters' function that was computerized. Accounting was the first. The story I heard was that we had these little old ladies in accounting, and they were afraid of the computers. Then they had the summer staff show up and the kids all took to the computers.

These were the big green monitors. The 3000 and stuff like that. They put together some kind of a program to do it. I understand they said it was the NAJAC interns is what broke the ice, really, for a broader use of computers in the building. They were all a little afraid and standoffish of the computers until the kids showed up.

But in those days, we used to have the 3000. It was the database that we put registrations in. Then we got on campus and we would want telephone lines around the clock back to Stamford. All night we would be running or trying to do something or doing registrations. It always seemed like we had some kind of problem. The phone line would go dead because somebody at Indiana Bell would listen in. She would say a line was open and they would tap in. They couldn't hear anybody talking so they pulled the plug. Something like that. We used to have all kinds of problems like that. Getting reconnected. Get somebody to come back and kind of re-establish the connection. It was kind of crazy.

One year there was a guy who kind of took a liking to us who worked in their computing department. It was like school of technology or computing or something like that. He told us that they had their own 3000 and he got permission for us to use it.

So, what we would do then is we would start putting the tape out. Then we bought a mini-3000, the conference's own. We took it to NLC and NAJAC and they used it for NBHF I think once or twice. We would download the tapes onto it. That was before PCs and stuff like that.

It was interesting watching technology come into this organization.

**MS. HUFF:** So, they were feeding you registration information?

**MR. EVANS:** Yeah. We probably had about three different programs we used for NAJAC. The very first program they did was try to have the computer do every thought process that they did when they assigned kids to groups manually. This is so consistent with the way people tend to think. It's a learning-curve thing. Lou to this day talks about how the rooms were messed up and stuff like that.

It was because of the relationship that we had with IU that we went down and started manually assigning kids to rooms and groups. We just said we need all the keys and just did it ourselves instead of using the computer and then sorted it out afterwards.

In my time I think we did three different programs for registration and finally the last one kind of stuck. But that was when we had a guy who was on staff who worked for IBM and designed the system. We met with the folks at Thanksgiving, and he was familiar with what went into it and kind of came up with an easier, more functional use.

Then we ended up using conference funds to pay for a programmer who worked full time from about Christmas till the conference. We never did get documentation because we ended up spending that money to take him to the conference to finish writing code. Some hairy computing and registration experiences in those days.

**MS. HUFF:** So, what was the last year of NAJAC?

**MR. EVANS:** The last year of NAJAC. I can't really comment on that. I don't know. I was out of it, and it went over to program. There were some other things going on here and it changed from NAJAC to ISF, International Student Forum. It went from IU to a university in

Michigan, and the last student conference was actually at the 4-H conference center in Washington.

It was the early 90s, but the exact year I can't exactly tell you. It was actually during Jim Hayes' time, so it was probably mid-90s. Four or five years ago.

**MS. HUFF:** The reason why it stopped was it was cost-prohibitive?

**MR. EVANS:** Cost prohibitive. The primary draw for students was the company program and when the company program reached a certain point in size where it was so small, they just didn't support it.

The other thing, and we recognized this back in Stamford as the Applied Economic director came on. My opinion is that the buying decision for NAJAC was an area staff decision. Earlier we talked about how generally, most areas had a program fund, and the JA company taxes, the uncashed dividend checks, the rents and all that money went into that. That gave the staff money to send kids to the conference.

You also had local contests. The president of the year. Salesperson of the year, et cetera, et cetera. Most of the local sponsors liked to get to the national level. In those days it paid for the trophy and maybe for the kid to go to the conference.

So as the JA company program decreased in size, some of the contests went away. The amount of money going into that program fund diminished and there was probably a period of time, in my opinion, that areas tried to still send kids to NAJAC, but they had to try and send them from operating funds.

It didn't take long for them to say, well, we can't afford to keep sending kids to the conference and most of the kids seemed to be seniors and maybe would not come back into the program and the kids may be coming back to Applied Economics, which was a one-time deal. It wasn't like the company program where you could go through it two or three times.

So, from a business perspective, there was little return on investment in the greater scheme of things. It was really difficult to justify spending operating money to send kids to NAJAC. So, our opinion, Lou and I actually (inaudible) people got together and we had talked in terms of shifting. That lots of organizations have student conferences. To this day, TECNA, FBLA, 4-H and some other youth organizations have huge student conferences. In a couple of cases, they are their major fundraiser. They make lots of money off of those.

My thought was why not move into Applied Economics. (Inaudible.) Write it in the book. One of the JA student conferences. Another approach would be to move the buy decision from the staff to a teacher. Combine it with the teacher fellowship. Take it to a place like IU or another college campus.

If the teacher can put ten kids together, they get a free ride. The kids' parents, whoever. The costs is a fundraising project. Somehow you pay for the kids to go. And teachers go on trips like that all the time, in my understanding. They get a free ride if they get so many kids signed up.

Then when they get there, they are involved. The draw for them is they on that campus for a week. They have a responsibility for the kids, at least to a certain degree they do, but then they maybe attend some sessions and get some CEUs or whatever.

Or we do our teacher fellowship there and bring in some speakers specifically for that. That would be wonderful to bring back a student conference.

**MS. HUFF:** It sounds like you are all for that.

**MR. EVANS:** Number one, JA has talked about having a capstone experience. We have to continue with K-12. I have taught my son's elementary school program, not in kindergarten, but first, second, third, fourth, and fifth grade. Those kids remember me from year to year.

I represent Junior Achievement to them. They know who I am. I also represent Cub Scouts, too, to some of them. But they know I work for Junior Achievement and that I teach JA class and they know about JA and the lessons that are taught register with them. I can see that by teaching from year to year. Some of it also is material that they cover in class.

I don't know that JA can fully say that, but they certainly reinforce the materials that the teachers were teaching. They certainly remember that it's JA that they are hearing, and the projects and activities are JA related.

I think that in a situation where kids have the opportunity, at least at multiple points, if not at every year, in their elementary through high school time, that if they at some point have the opportunity to go to a national conference, that would be kind of a logical capstone experience for them.

The content has to be right. I think the social aspects have to be right. The price has to be right. There are lots of variable factors, but I think it is a viable, realistic, logical kind of thing to provide for the students in JA.

I think it also helps in the long term, being kind of selfish for the organization. I think a student conference is the kind of thing that might create the impression and a recollection and a remembrance of JA. I think a student conference, going off to a NAJAC, going off for a week, is the kind of thing that kind of indelibly imprints upon the person.

So, at some point in the future if they are asked to be a JA volunteer, to serve on a board, to raise money, to give money to the organization, that they will be more favorably disposed to do it because they will have a fond remembrance. Hopefully a fond remembrance of the organization. So, I do think it's a very logical extension.

**MS. HUFF:** Thank you. Before we leave Stamford, Connecticut, are there any other memories that you want to tell us about back there? Then you moved to Colorado Springs, right?

**MR. EVANS:** Yeah. Moved to Colorado Springs. Stamford? I kind of did NAJAC here for a couple of years when we moved here as well. So, it wasn't the end of the NAJAC program.

We moved to Colorado when they announced the move. We moved in '87 and it was a big secret at first. As I recall it was May of '85. Karl Flemke was in Denver. In those days we had what was called a regional council meeting, which is a gathering where volunteer board chairs and senior board leaders from areas were invited to attend with the chief staff officer.

We still have them to a degree. We had been looking for a place in Stamford in Fairfield County to move to and kept bumping up against blind alleys. Karl was at this meeting in Denver and some folks approached Karl and said, can we have a drink with you after the session today? We would like to talk to you about something.

So, they met over a glass of wine and said, we understand you have been looking for a place and you haven't been able to find anyplace. We wanted to know if you would be interested or even consider looking at Colorado Springs. We could make it worth your while.

In that meeting was Jim Branson, who was then the president of JA here in Colorado Springs. Jerry – I'm forgetting his name – who was then the treasurer of the El Pomar Foundation and I believe the third person was Steve Suggs.

**MS. HUFF:** So, Bill Hybl wasn't in the picture at that time?

**MR. EVANS:** Not at that point. I wish I could remember Jerry's last name.

**MS. HUFF:** It will come to you.

**MR. EVANS:** Yeah. Anyway, Karl said, yes, they were interested. We were open to anything, and I guess they put a proposal together and basically Pete said that they would provide the piece of land to build upon. They pledged a certain dollar amount that ultimately became like a million and a half. Almost a gift to move.

So, between the gift of the land, the cash gift from El Pomar, the sale of our building in Stamford, which we owned, and which had appreciated greatly in the 12 or 14 years that we owned it, there was a small, I mean literally, a small campaign.

A lot of in-kind gifts. Arco donated all the furniture. Maple furniture. Mahogany furniture. Great work cubes. The art. The plants. Three moving trucks pulled up out front of the building with plants and art in it about a month after we got here. They came out of the Arco tower. The furniture came out of Arco tower in Chicago. The other stuff came from the tower in Denver, but they closed it down.

**MS. HUFF:** Who else moved from Stamford?

**MR. EVANS:** There were a bunch of folks. Marty and I, I think are the last two folks left from Stamford. Wayne Smith. Jerry Allen. Carol Johnson. Emmett Vaughn was the training director. His wife Judy was my assistant. There are more, I know. Jim Goodman came as a personnel director.

JASCO was all new out here. Most of accounting was new. Donna Buchanan was our fundraiser, but she was in Atlanta. She never did actually make the transition out here. She wasn't in Stamford either.

I'm trying to think who else came out. Karl, of course. Florence. Jane [Verbest] was hired here. Don Floyd came. Jack Holladay moved – the regional office moved from Denver down to Colorado Springs. Frank Stryganek came with me in that move. Jeannie Porter was hired here and worked a couple of weeks in Stamford on the transition before we moved out here. Ed Swartley was our PR director. We needed a new PR director. We hired Ed from out here, where his son sold clothes.

He [Ed] came and lived in Stamford for a year and then moved out here. For that whole year he wore cowboy boots to work every day. The first day we were on the job here he wore regular shoes. He was making his little statement.

That offer was made to Karl in May of '85, and when the board met in June of '85 he presented the conceptual idea of moving to Colorado Springs. I guess at that point there had been at least an indication of what would be on the table from here. The board approved in concept the idea providing certain things could happen.

By September those things had been put in place. From the initial approach in May of '85, we physically moved into the building in May of '87. We dedicated the building that June. We moved in May. It was still an active construction zone. Downstairs was not done. Just this floor and the upper floor were done.

The day they were moving our stuff it rained and they were laying the tile in the lobby. They had planks laid over the tile and they are trying to wheel in all these boxes. The only thing we moved were files. We left all our furniture and most everything there.

Then when we got here, we realized nobody had budgeted for office supplies and things like paper clips and paper clip holders and stuff like that. That was a real kind of immediate emergency because none of that stuff had been provided for.

It's been a good move. There was some concern about moving off the east coast. I remember at one point we put some numbers together justifying to kind of compare travel time. We basically came up with it and said from Colorado Springs it's a push compared to living in Connecticut or to work in Connecticut, because most people didn't live in Stamford. It was too expensive. A lot of people lived in New Jersey, not so much, but more like I did either up the coast towards Bridgeport area or towards the Danbury area.

So, if you were traveling, you would either go to Hartford or La Guardia. Sometimes we went out of New York. Sometimes we went out of JFK, but you never knew what the traffic was going to be, so a good probably two hours early, plus some time to get there ahead of time before their plane.

So, the analysis we did said that the fact is, we can leave our home or office and be at the airport inside of 15 minutes and get on a plane that leaves 30 minutes later and be somewhere in two hours. It was essentially a push, if not better, than traveling from Connecticut and total travel time including driving to and from. Whether that's true or not, I don't know. At the time it sounded good.

**MS. HUFF:** What are the memories you have here at national headquarters? You have held a number of jobs here.

**MR. EVANS:** A number of jobs. I think I hold the record for most offices. A lot of good memories. This has been a great community. Totally unlike Stamford where we were like a fly on a wall. Didn't matter that we were there at all. We were just a building on Summer Street. The community didn't care. Didn't seem to notice or anything like that.

When JA came to Colorado Springs, it was like a big event. It made the press. The groundbreaking was written up in the paper. Front page. The dedication we had the governor here. Didn't have it there. The governor and Dinah Shore. Hicks Waldron, the head of Avon at the time. Hewlett Packard. Who else? A whole bunch of people. Anyway, it was a big deal for us then to get –

**MS. HUFF:** Was that because of El Pomar?

**MR. EVANS:** Some of it was El Pomar. The fact is we were a national headquarters organization that moved to Colorado Springs which had very little in the way of national headquarters. It was before other groups. USOC [US Olympic Committee] was here. There were a couple other small non-profits. A couple of religious groups. This was pre some of the other Christian groups that are in town that are bigger than us. But it was a big deal.

And the fact that we dealt with top board leaders and top businesspeople in the nation was a big draw. Two years later, we had the National Business Hall of Fame conference here in '89. We had the president [George H. W. Bush] as the speaker. We were big news coming to town and it was years in terms of our impact on the community. That was one of the reasons.

Everybody is really proud of the \$40,000 raised for the United Way this year, and it is. It's a real feather in our cap. We never did a United Way campaign in Stamford. Part of the reason we do it here is because of this community. Karl's philosophy was that the business community was really good to us. They sought us out to come here and they had opened their arms to us and made us feel welcome. There was no sense at all of that in Connecticut.

When United Way came around here, Karl really twisted everybody's arm and said, we earn our living based on the good will of other people through their donations. This community has been

good to us, and this is one way we can give back to the community. So, he set the tone early on for being involved in the community and for giving back through a vehicle like the United Way. It stopped, I think, over the years.

We have a training room, and the early philosophy was that we would make it available to other non-profit groups to get them to walk into our building to use our facilities. The building itself, it's not only a great building and served us well, but the views are absolutely spectacular. It's a very prime piece of land in my opinion.

What I used to tell people when they came through on tours -- because a lot of times I would get asked to help take people around the building --you always make sure to point out that the furniture was donated. The art was donated. The computer system was donated by HP. The phone system was donated. El Pomar gave us the a gift. The land was donated, otherwise we couldn't do this and it really just brought testament to the business support of Junior Achievement for what we do. Our mission.

There were people in this community that felt that what we did was important enough to warrant this type of setting and place for our headquarters operation. It's not just words. I really truly believe it. Maybe I'm a bit naïve or idealistic in some ways, but I really think that some of that is true.

I know there are some ego interests that get involved over time and that type of thing, but I really believe that what we do is a value added to communities all over this country and that it's a testament to Karl's ability to fundraise and get board support.

I think that gets you in the door. The mission. The purpose. What we are doing. The results. Those are the things that keep people coming back and continue to provide us with the support we have enjoyed these many years.

**MS. HUFF:** I know we are running out of time and tape here in a little bit, but is there anything major that we have missed here? And the last thing I want to ask is what do you want to be remembered for?

**MR. EVANS:** The only thing I would say in the way of missing is one of the things that I feel that I was really fortunate to have an opportunity to participate in and which I think really opened my eyes a lot to what we do as a mission. It was in 1991 when Karl came to me and said I need to get a passport and go to the Soviet Union, because we are opening JA.

He said, you need to go over and check it out. I had been to Canada; that was the extent of my foreign travel. We had a board meeting in New York. Jim Hayes was the board chair. Gary Hickman and I flew down to Washington.

We did a press conference at the Soviet Embassy. I really think, to some degree, the guy who was organizing the conference was pulling a rabbit out of a hat and we were talking our way into the Soviet Embassy to have this press conference. I don't know that they were fully prepared for us or expecting us, but we had a press conference.



I flew back to New York, took a cab from La Guardia over to Kennedy. Got on an airplane and all I knew was when I got off that airplane, somebody named Vlad was going to meet me. That was it. So, I got there and they started showing me around.

They put me in a hotel that was the Soviet Academy of Science-run hotel. The contrast with America and construction was just absolutely amazing. This was supposed to be a modern hotel. A modern TV with three channel buttons on it. We got CNN International. This place was definitely a throwback to the '50s.

It was interesting. I was there for a week that time and in the course of it we met one day with the vice president of the Soviet Academy of Sciences in their building. It was in October and the weather was very mild. There were still flowers blooming in Moscow. It was actually very pretty.

It was really interesting to be there and to hear things and thinking that this was in the days of glasnost and it's still the Soviet Union. We were planning this conference for December. There were interesting personal things at the Soviet Academy of Sciences. The guy, (inaudible), was not there yet when we arrived. He was coming from an earlier appointment. The person I was with said, I have been in this building before, and they have got Hitler's desk upstairs.

We went upstairs because there really was no restriction. We walked right up to Adolph Hitler's desk with it set up kind of in a replica of his office. It was something that Soviets had liberated when they reached Berlin. They took it back and it just happened to be set up in this particular building.

We met with our contact and spent a lot of time talking with the folks who were going to be running JA and then I left late Thursday afternoon. I got back to Paris that night and caught a plane out the next morning. I got to Newark airport like at two or three in the afternoon, hopped in a rental car, and drove down to the seashore in Atlantic City just in time to hop in the shower, put a suit on and go to my brother's wedding. The next morning, I drove back to Newark and came back to Colorado Springs.

Then in December we were in the Soviet Union for two weeks. The actual conference was the day after Thanksgiving. There were 100 JA students, teachers, volunteers, and staff people there. It was to be the formal introduction of JA to the Soviet Union.

There was a board meeting. I missed the board meeting, but after the meeting, a bunch of directors got on planes and came over and we did the signing of the agreement with the Soviet Union. That was on a Saturday morning before the formal ceremony. President Gorbachev was invited but was not at the ceremony.

But Evgeny Velikhov arranged for board members to meet with him [Mikhail Gorbachev] privately. We were in the Kremlin, and they were going over to his office. He [Gorbachev] met with them and took pictures. They all shook his hand and got their picture with him and all that.

He told them on Monday we will announce a new union treaty. On Sunday Yeltsin went on the radio and said there will be no more union and they were forming a common law.

Basically, that was about the end of the Soviet Union. We were there that night, Saturday night after the ceremony, in a big black-tie blow out event upstairs in the Kremlin with lots of Vodka and caviar and jazz bands and dancing and singing.

At midnight, our 100 students, volunteers, teachers, and so on headed for airports, planes, and trains and went all over the Soviet Union. Then on Sunday the board went on a tour of Moscow and on Monday they left.

We talked about what was starting to happen. We had these 100 kids, JA people, disbursed all over the Soviet Union. We weren't sure we would get them back in time. There were all kinds of discussions about no fuel and airports weren't operating, the economy in turmoil and all that. That was the press back here, but there we didn't see that.

The foreign leaders who we were using were all flying. They were paying hard currency for their fuel and getting it. We had people all over the country who all made it back.

Jim Hayes was the [JA Board] chairman and he had somebody come over that he knew from the Reagan administration. The guy supposedly was carrying a bunch of credit cards and cash was prepared to do whatever he needed to do to get our people out of there.

We took great pride in meeting him with a VIP escort, which means he didn't go through customs. We had a police escort limo at the airport and just moments before he got off his plane, we called the hotel and the last contingent that was coming back had just landed. He got off the plane and we were saying, everybody is here. What do you want to do for dinner?

We all left the next day. So, everybody came back. That was a great personal experience to be there and do that, but the thing from an organizational standpoint was after the ceremony was over, Jim and Karl and anybody who was associated with JA being mobbed by kids and by college-aged kids who said it is fine that you bring this to the younger students to learn about free enterprise. What about us? We want to be entrepreneurs and we want to learn about free enterprise, too.

It was coming back here with that sense of, well, here was something that we take so much for granted, and the abundance and the freedoms that we have under our free-enterprise system, and to look at the contrast with the centrally run economy had brought. The contrasts were very vivid.

So, in terms of what I would like to be remembered for? I would just like to be remembered, hopefully, that I furthered the mission in some way during the course of my career. That I feel I have personally impacted some kids along the way when I had more direct contact. But in this role, I have been able to be in these later years, hopefully, in some small way, I have been able to make the experience for a staff person, a volunteer, a student better. That would be all I could ask.

**MS. HUFF:** I believe that has already happened many, many times over. I have to tell you, too, that when you got up on stage and did your speech after you received your 30-year award, it was one of the best speeches I have ever heard. It's so wonderful to be able to hear your words, to hear your passion. You really have a passion for JA, and it certainly came through in this interview, Frank.

**MR. EVANS:** Hopefully, just in some small way. Really. That's all we can ask for.

**MS. HUFF:** Over and over I hear, if somebody doesn't know something about the history, they will say go find Frank. Frank will know, and you do. So, your detail has really paid off for the organization. Thank you very much.

(End of interview.)