

## INTERVIEW –MARVIN BUTTS

Beginning his career in the 1960s, Marvin Butts was an achiever, volunteer, executive director and Region Vice President of the Southern Region. He opened 42 cities in the Southern Region. He worked on the National Business Leadership Conference interviewing future laureates and the National Hall of Fame exhibit at Chicago Museum of Science and Industry.

INTERVIEWER: TERI HUFF

NARRATOR: MARVIN BUTTS  
JUNIOR ACHIEVEMENT  
INTERNATIONAL

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MS. HUFF: This is Teri Huff and I am interviewing –

MR. BUTTS: Marvin Butts.

MS. HUFF: -- and we are at 27 Strawberry Hill Avenue in Stanford, Connecticut. And, Mr. Butts, I want to know when you first became involved with Junior Achievement?

MR. BUTTS: I first became involved with Junior Achievement as a young person in Middletown, Ohio. I was in school and was invited to become a member of Junior Achievement by some good friends of mine I thought at the time, but I later found out after attending my first meeting it had a little bit different connotation.

At that point I discovered that I had just been elected president of a Junior Achievement company that was bankrupt, and as a result it was in very bad shape and we were lacking membership and so forth. So, my job as president was to try to come up with a marketing program and bring it out of the red. And I don't know how I got into it, but we got out of it.

MS. HUFF: And you had mentioned to me that you were creating doll furniture.

MR. BUTTS: Yes. That was part of our marketing program. The company in the original stage I understand had quite a few girls in it, and that may have made it more attractive for some of us boys. Maybe that's the reason I was attracted to it. But anyway, it was a very tough time trying to determine just exactly what we would do.

They had given it a name which they were insisting we keep; The Toyland Toilers. Of course, that has a way of being restated so that you can make a lot of fun out of it if you're in school, and so it was not a very good business name. Basically, we decided at one of the meetings that we were going to have to change our marketing procedures, and so the Toyland Toilers, instead of trying to turn out little wooden toys and all for the Christmas season, ended up producing doll beds and complete doll clothing for the doll beds and the decorations and all which was produced by the girl's company.

We subcontracted with a girl's company, the Crystalettes, sponsored by Crystal Tissue in Middletown, Ohio. They did our subcontracting for us. They had already been involved in subcontracting, because they were subcontracting for Aeronca Aircraft along with some other companies at that time, producing a limiting device to put on the ailerons of light aircraft, and that was a subcontract from Aeronca at that time. So, we were not at that stage, we were just pushing -- producing the doll beds and doll clothing and stuff for the Christmas season, and it did turn our company around. We were back making a profit.

MS. HUFF: What positions have you held with Junior Achievement?

MR. BUTTS: Numerous. I started out originally as a volunteer, and advisor in Junior Achievement. I started out in Richmond, Indiana. I was up there on an assignment with the Cincinnati Enquirer, and as a result walked into a situation where they needed someone to do the advisor training at that particular time, because they had lost their staff man. I went to work strictly as a volunteer and did the training for that year, because I was familiar with the training of advisors and all. So, I trained the advisors for the program that year in Richmond, Indiana. That was the beginning of a -- I started to say a career. I don't think it was a career at that time because I wasn't being paid for it, and I also was not excited about going to work for a not-for-profit organization. Although I was thoroughly familiar with Junior Achievement, the benefits of it and all, I had no idea that I was going to look for -

MR. HUFF: You're talking about being the advisor?

MR. BUTTS: Oh, yeah. I had done the advisor training for them that year anyway, and as a volunteer. Strictly as a volunteer. And when they had a staff change, I was called one day out to the plant manager of Johns Manville Corporation and I was asked to come out and have lunch with him at the company. I went out to see what was up, because, yeah, I knew he was head of Junior Achievement at the time, and I knew they were having some difficulties. The reason they lost a staff person.

And the whole reason was to have lunch with him. He wanted to figure out what he could do to keep the program going, and he particularly ended up by saying that they had had some of the board members suggest that they hire me as a staff man. Full-time staff man. And I told him I had no interest and no desire of being one. I'd still be a volunteer, meaning I wasn't going to work for Junior Achievement.

Needless to say, we overcame that problem and I did become their staff man, their executive director, and with the understanding, a clear-cut understanding, that if I took that job that it would be for a temporary period and I would not do it more than five years. Five years was absolutely the limit, because I was expecting at that time to be moved by national headquarters to another location.

MS. HUFF: So what happened?

MR. BUTTS: I did move to another location a few months later. It was much sooner than I thought. I went to Atlanta, Georgia. I went in as executive director, which at that time was a small program of 13 companies, and they also had financial problems. I seem to attract those things, but we were able to turn it around. Within about three or four months we were back in the black, and we paid off our debts, and we were ready to start building a program again.

Again, thanks to the top leadership we were able to rally around us top business people in the area. And that's the key. We don't do anything in Junior Achievement other than motivate other people, inform them, and train them to the work. And the excitement that they get out of it and the thrill that they get out of it is satisfaction in what they see happening in the eyes of the young people.

MS. HUFF: You mentioned to me before we started the interview that you had kind of helped with the concept of the savings bank in Atlanta and it was one of the reasons why you had so many companies. Can you kind of explain what that program was?

MR. BUTTS: Certainly. The school savings program had been set up in a number of cities earlier, not through Junior Achievement, and had actually been abandoned. It was run entirely by the school system. We were approached by some of my board members, and needless to say, had my attention. We set up a program which became the first in Junior Achievement to run school savings banks on an organized basis.

We used the old Junior Achievement program as our format for it. The companies actually had an advisor that was a teacher in the classroom, because it was a direct relationship from the school system. We provided advisors from the banks or from businesses in the community who worked with that teacher. And so, each company had three advisors, which was more than we needed we found out at the time. But they were able to trade off that way and still do an adequate job. The teacher was always there.

We trained all the teachers to serve as advisors to a Junior Achievement group, and that's how we moved ahead on it. At one time – well, it was just before I left there -- we had 76 Junior Achievement companies in Atlanta, Georgia, that had never had more than 13 before. It was kind of looked down on.

In fact, it was even left off some of the national reports, because at that time it was an unheard-of thing for a Junior Achievement company to be in the schools. It just wasn't thought of as being really Junior Achievement. We found out later that the schools had a great potential. And of course, the programs that had come along since are school oriented.

MS. HUFF: Where did you go after Atlanta?

MR. BUTTS: After Atlanta I became regional vice president for Junior Achievement covering 11 states. I had every state south of Virginia, Kentucky, as far west as El Paso, Texas. And I worked that region for a number of years, and during that time had the privilege of opening 42 cities in the southern region. Going in, organizing the business people, organizing the recruiting of various people, and raising the money and all to make it happen.

MS. HUFF: Can you lend some light as to how the Regional Vice Presidents got started? Where that format -- where Junior Achievement felt that that was the way that they needed to go?

MR. BUTTS: I think it was a very natural thing. When you deal with people there are a lot more comfortable ways of dealing with people in their environment. Businessmen have a tendency to be much broader in their outlook on things. Moving around and everything. The companies that were transferring men all the time and moving all the time found that they couldn't cope with that.

The average business person is interested in their community. Where they live is their number one objective. So, this was a natural thing. We set up the regional board structure so that we actually had a regional board in each one of the five regions. We had leadership with it. People like Carl Risley. Jim Colwin in New Orleans. Carl Risley was head of Humble Oil Company and very big in the oil industry and all at that time. He was a real leader in getting other people together. So that is a staff person that we identified in a city where we had some interest.

I believe it was my responsibility to go in and meet with a Rotary Club, or the Jaycees, or whatever group might be showing an interest or want a speaker. And we would get ready to go speak on Junior Achievement with the understanding that we had to have meetings on that same trip with the top leadership in that area.

So then, we would ask a business person that we had contact with, in the southern region. A lot of them were telephone people where we would ask -- we would identify the city. We would ask the district manager of the telephone company to be contacted by his company. And we were able in that way to have people that he would listen to, be interested in, and they had -- they had the ear. Let's put it that way.

It was my job then to go ahead and set up the program, elect the board of directors, and raise the money and get the program off the ground. And that was true of the other regional vice presidents. It saved somebody

having to fly out of New York, who really had some problems with communications. The mere fact in having come up to New York later in that year, I knew that was true. You're not accepted on the same basis as someone that they're all doing business with down the road.

MS. HUFF: You talk about New York. Now, was that where the national headquarters was located?

MR. BUTTS: The national headquarters originally was in New York. It was at 345 Madison Avenue. The original one that I remember. We moved from there over to the basement of 500 Fifth Avenue. We moved from there, if I didn't overlook one step. I think there may have been one step where we moved somewhere else temporarily. When I say the basement of 500 Fifth Avenue, that's pretty up class.

MS. HUFF: Yeah.

MR. BUTTS: That's not your -- it's an above ground operation I'll guarantee you, even though it's down in the basement.

MS. HUFF: Right. What did the national organization look like at that time? I mean we have one concept of what national is today, but what was it back then when you were working for the organization?

MR. BUTTS: Of course, I worked for the national organization after we moved to Stamford, Connecticut. So, my perspective there would have to be the same. But if you're talking about back in the early days, we would have someone who would be a fundraiser, let's say, and as a fundraiser out of New York going into a southern community or one of the western states community or whatever it might be, we come in with really a little more difficulty. He wouldn't know the companies. He wouldn't know the people, so it created a real problem.

MS. HUFF: So, you were explaining about the national organization at that time when they were in New York.

MR. BUTTS: It was when we talked about a department, we were talking about a department of maybe one or two people, and that would be it.

MS. HUFF: And who was the president at that time? Did you have an elected president or was it appointed?

MR. BUTTS: In the beginning we had presidents. For example, Bill Shreve with General Electric. Bill Shreve was the last volunteer president that I can remember offhand. I can go back and research it and come up with it. But Bill Shreve had retired, and he still had these connections with Johns Manville, but he was still -- he served as our volunteer. From our standpoint chairman.

The first paid president would be Richard Maxwell. Richard Maxwell came in with his background and all, which had been working with consultant businesses to banks, things like that. He had a lot of contact with businesses at the time. His approach was more direct to businesses and perhaps some of our professionals in that position that had whatever -- or volunteers. It's a lot of difference.

MS. HUFF: So, it was a very small organization?

MR. BUTTS: Very small organization. We had no big organization. We were in very limited space. We did have people who had responsibility. We always had JASCO, and JASCO was our supply division. but that was a matter of when materials were developed outside of Junior Achievement in cooperation with a foundation grant or something like that or with another organization. They would have the supply responsibility to the areas, and we used to have that at national headquarters.

Like a lot of companies, we found out it would be to our advantage later on to move most of that operation out of New York City, out of the Stanford area even when we were here. We had a limited supply, but



most of our things were done on a bidder basis in Ohio. A printer who had been printing for us for years decided he wanted to bid on it, and he was our successful person for quite a few years. It meant that instead of paying the freight to ship it up here, so it could be shipped back out West or the Midwest or wherever it was going.

Particularly with the computer operation coming in, we were able to handle all that automatic so that the order came in from the area. If they were on our computer connection, why we could handle it direct or if they just called it in, or what have you, that order would be shipped that day in many cases. But that would be shipped out of Ohio. It wouldn't be shipped out of New York. It would be warehoused in New York.

MS. HUFF: So, then they moved the operation from New York to Stamford, Connecticut; is that correct?

MR. BUTTS: That's correct. Mr. Maxwell, when he came here, there was a in with desire to move headquarters out of New York to Stamford, and we were going to build a headquarter building here. But here again, we were not successful in finding the land. At that particular stage I had knowledge of it, because I was working with them in trying to get it done. We did not have a clear understanding of the real estate market in this area. In fact, the land was not available and no one was going to give us the land. –

We were in an entirely different market. Very Confusing

Mr. Maxwell had felt that he could -- his influence would be able to find that kind of support. But he's the one who really set the goals at that stage to move the organization forward towards having our own building. And I know our board, when they finally reached that decision, really asked some hard questions. Why do you have to be in Stamford, Connecticut, and why do you have to be in Connecticut, and why is New York even where you want to be?

MS. HUFF: So how long was the organization in Stamford?

MR. BUTTS: Well, I would have to research it.

MS. HUFF: That's all right. I just thought maybe you'd know.

MR. BUTTS: I would say 12 years. Something like that.

MS. HUFF: So now you were -- while the national organization was in New York, you were the regional vice president for the south?

MR. BUTTS: Regional Vice President for the south, and we had the responsibility of coming to New York. Well, at one point it was thought we would come once a month and later was changed. It wasn't necessary for us to be here once a month, like many companies have found out, you don't have to have the person you are supervising sitting across the desk from you or the room next door. That's been dropped completely. In fact, with the computers and the changes that have been made, they find that people work just as effectively out of their homes or out of a relationship in a smaller office.

MS. HUFF: So, at what point did you move and you came to the national headquarters?

MR. BUTTS: I came to the national headquarters. Yes. I came up here as a member of the national staff reporting directly to Richard Maxwell who was president, and my responsibilities were whatever happened to be assigned to me. I found myself managing departments and I found myself troubleshooting around the country and doing whatever needed to be done.

Like The National Business Hall of Fame. I enjoyed very much working with Jim Sweeny (National VP of Programs) at NJAC, because we felt that added a great deal to our program. The character of a lot of things have changed. Now, as we go on, we are trying to do things more cost-effectively. They have done an excellent job. I'm not in any way

criticizing the way it's being done today, because I really feel that Junior Achievement has set new standards for themselves with their new programs and the way they handle the supervision of the operations and all.

Like companies, we had to find new ways. You wouldn't be able to supervise all the little local areas that we used to have. A lot of those have been absorbed within the larger organizations. Those have to be. Of course, that was what they were trying to get to when they set up the regional offices originally.

They accomplished it, but things have changed. Now you don't have to have regional offices in the same way as you had then. We were adding staff at a regional basis.

MS. HUFF: How large did your staff get?

MR. BUTTS: When I was in Atlanta, I had two secretaries and one full-time assistant. It enabled me to get some other things done. That was the important thing, because sometimes it crosses regional lines and you've got to have your personnel where you can utilize them. They can't say, oh, no. That's not my department. We are a not-for-profit where there has to be a lot of give and people have to – if everyone else is a volunteer -what do you mean you can't do it. They expect you to do it, and you bring your best person for that particular job.

That's what I think of the national headquarters. I've spent a considerable amount of my time going out of this area, because of things that needed to be done which led to a lot of things. Utilizing contacts. Going with people to local people to help reinforce them in what they were attempting to do, which all goes to the same goal. If your organization is properly structured, everyone is working towards a common goal.

MS. HUFF: You had mentioned to me earlier that you were in charge of National Business Hall of Fame for approximately 15 years.

MR. BUTTS: I worked with them for 15 years. That's correct. I started out working from the first year, as well as the other regional VPs, working with Joe Francomano and all in the National Business Hall of Fame – I got mixed up. See, I've been retired. National Business Leadership Conference when we did that. The National Business Leadership Conference. That was before we went to the National Business Hall of Fame. I had the responsibility for working on the National Business Hall of Fame, which was set up in Chicago originally.

MS. HUFF: Do you want to talk a little bit about that and your involvement with that?

MR. BUTTS: Well, the first involvement had to be in raising the money. We had to, in cooperation, again, we don't have staff or didn't have a large staff at that time. Whenever we had a major event where we were bringing people in from across the country, we would bring in all the staff we could utilize. Mainly it was good, because that kept them 100 percent understanding what our function was. What we were trying to accomplish with those activities and the staff was working together as a team to put it on.

That's one of the things I think that gets lost in a lot of these things. It doesn't matter who is in charge. When you are in charge, that means you have the responsibility for planning it and determining what resources you can bring to bear on a particular problem or a particular opportunity. If you do not give credit, proper credit, to the total team, you are not going to have a team much longer.

That's one of the things that I think is important in anything that we do in any organization of this nature, is that we utilize our resources to the fullest and you are more successful that way. You attract better leadership.

I see organizations right now that are in real serious trouble. Not-for-profit organizations. I'm not talking about Junior Achievement now. I've got off the subject. But organizations that are failing now are in serious trouble, because they are not accepting the changes that are inevitable in the current economy and structure. They are going to have to make changes.

What the staff thinks is not the final decision. It's what the contributors think and what the volunteers think that are keeping it alive. So, you had better find out. It's kind of like the old story about, I'm their leader, but which way did they go?

MS. HUFF: Talk a little bit about -- you said you had to fundraise for the National Business Hall of Fame. Were there any pieces of information that you can impart? What kind of transpired after you were able to raise the money?

MR. BUTTS: We were actually building a physical hall of fame in the Museum of Science and Industry in Chicago that was designed by professional designers that bid on the job and the physical display was there. I traveled all over the country looking at various museums and things that had been set up on a hall of fame-type of thing.

For example -- I'm not going to mention it here, but it's a resource that's available if somebody wanted to check it out. I can usually tell them where to go. If I wanted to put you -- have you ever heard of horse?

MS. HUFF: Yes.

MR. BUTTS: Do you like horses?

MS. HUFF: Yes.

MR. BUTTS: Then I'd better pick somebody else.

MR. HUFF: I don't ride.

MR. BUTTS: If you had never seen a horse, I could get you in this hall of fame. It's a price. They do a sculpture for you and there is your head right on special display. They don't get many people to come to see it. One of things – one of the reasons we were traveling, and I had business people traveling with me, was because it was important that our contributors know whatever we decided on the hall of fame.

It was important that they see it and that they understand. One thing we were always wondering is how many people actually went through this museum last year. This exhibit. It was pathetic. You couldn't justify the heat bill, and that's why we went to the Museum of Science and Industry in Chicago.

That decision was made after business people and our board took a real close look at it, because if they weren't people through it, something was wrong. That's what the Museum of Science and Industry has. They have a tremendous draw there for kids every year. Hundreds and hundreds of kids come in there by the busload. Thousands, really. Because all the school systems up there utilize that. It's things they are interested in.

MS. HUFF: So, you were one of the organizers that got it all put together? Raised the money.

MR. BUTTS: That was my job. There, again, the money was raised with a lot of help from a lot of people. The money for that came from -- here again, it's the strength of your contacts and the people that you have that you are working with -- came out of Houston, Texas. Came out of my southern region, which I'm no longer the head of. But I had the contacts there and the telephone calls and all.

Now, parts of it came out of other places. That particular year General Motors was very active in the hall of fame and in the leadership conference and they hosted it. That's what led to that. We had the automobile industry. We had the oil industry. We had people like that behind us.

Once you are able to involve them in an activity that's as impressive as the hall of fame, you've accomplished a lot. It produces money, not only for you and the cause that you are promoting at that time, you are raising money for the local operations. Now, you will never get credit for it and you don't expect it, because in each of these cities, even though I maybe was making phone calls and talking to people, I was doing so with the approval of the local board and that local board has to be behind you and supporting you all the way. If you are going to do that, you have to have their leadership.

MS. HUFF: You also mentioned that you worked with several people at **NAJAC**.

MR. BUTTS: That's right.

MS. HUFF: What did you do with NAJAC?

MR. BUTTS: I did anything that I was assigned to that particular year. I have to say that because Jim Sweeny ran NAJAC and did an excellent job of running it with a very top-level group of counselors. Some of the counselors, have gone on and they are very successful in business and have come back.

But the thing that impressed me was year after year some of these people, school teachers, police, doctors would give up their personal time to come back to NAJAC and serve as a volunteer. They felt they were repaying for what they had achieved as an achiever by going to that conference.

For a while something worth – not very impressive today, but we had the first walkie talkies and they were actually Heathkits. They were bought at Radio Shack and put together so that our bush patrol could be responsible for their activities.

MS. HUFF: The “bush patrol” was? What was its purpose?

MR. BUTTS: Well, we had 3,000 kids on campus we were responsible for. Our responsibility was to see to it that our kids did not get out and be somewhere they shouldn't be, and to see that the – if someone was ill, we had to be there first thing to take care of them. With 3,000 people it's amazing how many have to be taken to the doctor and all. We had a set up at the hospital so that we would immediately have doctors available for them and everything when they got there. Kids that are away from home that are perfectly healthy at home will suddenly get ill and have all kinds of problems, imagined and otherwise, that are really just nerves.

We had people who forget to take their contacts out and they would go three or four days with contacts and you know what happens if you are familiar with them. It's an extremely dangerous thing, because they stick to your eyeball and you have to get a doctor, specialist, to take care of them.

You had kids get hurt. With 3,000 kids something is going to happen, and you've got to have that set up. Our job was to see that they stayed in their dormitories at night when they were supposed to be there. That they walked in proper formation going down to the auditorium and all and we would have all the counselors and the people from the area and everything else helping us.

Taking responsibility so they didn't get hurt.; So they didn't decide to swim in the fountain. Also, call their parents. Because we had the records and we would actually contact the parents. They knew that. Tell them they have to come get them.



MS. HUFF: You mentioned while working at NJAC that you have met Horace Moses.

MR. BUTTS: I had met Horace Moses years and years ago. I met him two places. One, as just a participant at a NAJAC I had attended and that had been in Chicago, Illinois, as I remember it. That was when Joe Francomano was very much involved in that activity. Mr. Moses came over. It was the last one he attended that I know of. So, Mr. Moses, still during his lifetime, and I remember meeting him at that time.

I have since had the pleasure of meeting some of the people who he worked with in Springfield, Massachusetts. I do know that of the activity up there that is often overlooked in our history is that Mr. Moses was very much sold on Junior Achievement. Mr. Moses was active in the 4-H program. That was his number one baby is 4-H.

He recognized that if young people were going to continue to go from the rural area into the urban area where they would be working in the mills of Strathmore Press and others, they needed a better understanding of business. How business would operate. How free enterprise operated. Who makes the decision and how they are made and all. He thought that Junior Achievement would provide that answer. He was -- not only did he think that, he put his personal involvement into it.

MS. HUFF: Can you explain, again, at this point we were talking about the expo in Massachusetts --

MR. BUTTS: The big one.

MS. HUFF: -- and you mentioned the fact that there were two buildings that he had built.

MR. BUTTS: There were two buildings there. The first building there was built for the young people from 4-H clubs that Mr. Moses had built

so that they would have a place to stay when they went up there. There was no hotel. You couldn't put those kids in a hotel and everything. They had to take care of their cattle. They had to take care of their exhibits. They had all these things to do.

As well as the fair is a big thing. Big E is the biggest thing that happens in Massachusetts, I think. The whole year. Because for days and days they just get crowds you can't believe. Everybody goes to the Big E. It's a great fair. I've been there a couple of times. The thing that impressed me when I was there was Mr. Moses had built a building for the 4-H clubs. Here is this big building. It's about two-stories tall and it's old construction, of course, because it was built years ago. It's still utilized every year for the 4-H clubs and all.

Right at the side of it -- I purposely went there to look for it because I knew it was going to be there -- was one just like it and it had Junior Achievement on it and his dream, when he built that building, was that that's where everyone would come. He wasn't thinking of NAJAC and things that they would have like our national conference and with so many. He was thinking more on the level of what they would do with their exhibits and all. He built a building that is exactly the same size as the one next to it. It looks very, very close to the same. The lettering on the top. Everything is still there, or it was the last time I was there.

It shows the devotion of this man to Junior Achievement, as well as 4-H. There is also the matter that Mr. Moses was instrumental in, he had hired Colgate. Colgate Palmolive was instrumental in getting the leadership that really put Junior Achievement on a national basis. That was when they involved a gentleman who had just stepped down from head of the conference board. It was -- well, there it goes. There it goes. Oh, well. Had one of those moments.

MS. HUFF: You were talking earlier about the conference board and how impactful it was for Junior Achievement and the people that were on that board and the influence they have.

MR. BUTTS: The influence of that group and the fact that they were – we were able – the leadership that was bringing together Junior Achievement at that time, Colgate and –

MS. HUFF: It wasn't Hook; was it?

MR. BUTTS: Charles R. Hook, who is chairman of the conference board and they have been – they serve a period of years on that. At that time, I think it was five or six years that you served, and when you got out of that job, everyone would let out a big sigh of relief because that's a major, major responsibility. What they do is -- the papers that they put out are just the gospel. You can depend on it. Business people depend on that.

It was proven in the stock market this past week when the conference made a statement. Even though the president made the statements about certain things, when the conference board made those statements, the same statements, all of a sudden, the market went wild. Everyone is looking at it differently. The conference board is a very outstanding group.

Mr. Hook, when he left that and set aside his time and took a young man by the name of Joseph J. Francomano, who later became very much a critical part of the development of Junior Achievement; A young man who was going to school here in the New York area. He agreed that he would give a year and he would fly Joe Francomano to meetings all over the country that could be set up for the purpose of establishing Junior Achievement.

He did a marvelous job, not only that year but quite a while after that. Mr. Hook was the leadership. Bayard Colgate was leadership. On my first trip to New York in an attempt to raise money, all the letters were written over Bayard Colgate's signature. I spent three and a half weeks in New York making calls on businesses.

Top business leaders I had no knowledge of before in my life except what I was given. Where I went down there and ask them to participate in our fund drive. I was down there representing Bayard. Mr. Colgate had sent the letters. That type of thing is – that’s what builds strength in an organization, whether you are looking for volunteers, leadership, or whether you are looking for cash to run it.

Marvin Butts cannot take credit for that. I was fortunate enough to be a staff person. I presented myself that way. But at the same time, because I had been introduced by a friend, then I was one of their group. I was a friend of a friend. That same thing worked all over the country. I don’t think anyone that’s worked in a regional job or anything like that has utilized that. When you personally know these people at this level and you can call them up on the telephone and you are able to get to them, you are able to get things done.

MS. HUFF: You also mentioned that you had worked at the national leadership conference.

MR. BUTTS: Yes. I had responsibility for the national business leadership conference. We had a very limited staff. The only full-time staff we had working on it was myself and my secretary. Our job there was to see that we had the right resources. The right resources with everybody on the national staff that we could utilize in connection with that program.

Because it’s important when you have a showcase like that not to have things go wrong, and the fact that you don’t have that many people is no excuse. So, the whole idea was to keep fully utilized. Joe Francomano set up the first one. He utilized the regional staff and I came up from Atlanta as a regional staff person, along with all the other regional people. All the resources we could rally around to put that together.

We all knew we had to look good. We had to make it a success, and it – this is something, too. A lot of things people don't think of like for the national business leadership conference. I will never forget as a staff person I didn't have a tux. I didn't think I needed a tux. I could rent a tux. Not only did I feel that way, but everybody was being told by Mr. Maxwell at the time that this was going to be black tie. No exceptions.

He set a standard, but that standard was a standard that you would expect on something of this level. There was nobody else there. The only time that I ever saw someone there that was not properly dressed, and I think he was -- we thought it was great. Levi Strauss, their man, came and he was dressed in a blue-jean tux.

MS. HUFF: How interesting.

MR. BUTTS: It was made special for the occasion. He came walking in in his blue jeans, but the coat and everything else was cut like a tux coat. The black tie. The whole bit. But it was strictly a black-tie affair. It was good for them.

MS. HUFF: You mentioned that you had traveled around the country getting the laureates: is that correct?

MR. BUTTS: Yes. It was my job. An activity like that where you send somebody a letter and say, oh, you have been recognized and you are going to be invited to this big dinner and so forth, it's not something you do by a letter. It's something that requires someone to put a personal touch to it.

Then the later years it was my responsibility after the editors of Fortune Magazine had made their decisions on the recipients, it was my job to get on an airplane and go out. One way or another I had to get a reservation to – an appointment, I should say, to see that person. I had to meet with them. Let them know what it was all about. Let them understand how important it was that they be there and all. If that

person was not willing to accept that, then it was my job to report back and to see that that person was taken off the list and go with some other laureate.

MS. HUFF: You indicated earlier there were some challenges with that and that not all companies wanted individuals recognized.

MR. BUTTS: It's always a question of who you recognize in a company, because things change. I can't tell you – I can't mention any names, but there are a number of them where they knew management. We would have to negotiate how we might handle it, because you can't honor the person – you can't honor somebody that they send to represent them. The same as you would honor the person who was responsible for doing whatever was accomplished that got them that recognition. It's not acceptable.

So many times, it's a natural thing. Look at all the mergers that have taken place today. My God, they don't even know what the person's name was with all the companies that were involved. You couldn't identify the person. If you took the vote of the board, you would have trouble finding who should receive credit for it. Now it's not that clear-cut.

MS. HUFF: Do you have any other remembrances that you want to share with us regarding those major activities that you were involved in?

MR. BUTTS: Yeah. I was tremendously impressed when people were fully informed as to what you were trying to accomplish, and if they were approached by the proper people the kind of cooperation you would get. One of the most marvelous things I remember being with Junior Achievement in a professional position is the fact that if you prepare yourself for the opportunity, there is no question that you are going to get support.

How you prepare yourself is the key. Sometimes it's asking someone who you know to help you with it. You've got to get things done. You've got to let it be known. You quite often have difficulty. But most of these people are really in very, very responsible positions. They are tremendous people and I – if you think through their position and all. If you understand the stress that they are under. But you've got to know when to shut up and go home.

You were talking earlier about when we used to have fundraisers come out of New York. I know of one trip I made and which one of these people, because you were trying to get a particular industry involved and we met with one of the top people in the industry and I had no question that he was going to approve.

In fact, I had set the whole thing up at that point. When we went in there, the person coming out of New York oversold, or tried to and all of a sudden, I got the feeling that he really was just rebelling. He was not going to do it. He wouldn't do it. He wasn't going to put his name on any letter like that and he told us that. He just didn't have time to mess with it. Wasn't going to get involved, period.

Before we left the office, he had agreed that if I would work it out with his secretary, he thought they would be able to do something. Now, it was kind of on the side I got the message, but that was the last time that anybody went into his office other than me. It ended up really that I had his full support.

The other fellow didn't, because the other fellow was trying to impress them. As a staff person it's great when you can impress somebody. But you better be impressing the one with your own values and what you are able to contribute to the organization. You don't want to try to sell yourself any other way. You just have to have it thoroughly worked out. Thoroughly supported. Thoroughly backed up with whatever support you need. It's a tough job. It's a great job. I wouldn't have spent 45

years with Junior Achievement if I didn't think it was. It's a great opportunity.

MS. HUFF: In what cities did some of these activities take place and when?

MR. BUTTS: The business leadership conference?

MS. HUFF: Yes.

MR. BUTTS: It was – I would have to go back and dig out the list. I bet you there is not a soul that can tell you some of the cities. We held it in Detroit. We held it in Chicago. We held it in Memphis. We held it in – we tried to hold it in Atlanta and the only thing is we couldn't find a hotel with a ballroom big enough in Atlanta. We had the support, but we couldn't go beyond that. The hotels were just not large enough to handle it.

MS. HUFF: Why was it moved around?

MR. BUTTS: Well, because it cost a lot of money. It's an Academy Awards-type presentation. It's a tremendous – the cost of producing the show is in excess of \$20,000 or was. That was a lot of money in those days. You are looking at different dollars today. I would guess that if we had to buy it, we couldn't have. We couldn't have found enough money to pay for it.

There are certain things when you get into major companies -- one major automobile company, for example, once we got involved in it and once we explained what we were trying to do and all, held a preliminary meeting to sell it in that particular city, and they moved all their new models out of this room where they keep them strictly for showing to dealers and everything else so that they could have a cocktail party there. He invited all his competitors and everybody else to come to that cocktail party.



It was a tremendous, tremendous thing. We knew people on both sides of the position there. Some of them it was the first time. Even though they were with automobile companies, the first time they had ever been in that hall because that's the only thing they used it for. Their new models.

MS. HUFF: They didn't want to let it out.

MR. BUTTS: Well, they would let you look at the new models. You just didn't do it before it was released. But they did move everything out. I hate to think of what it cost to move that out of there. It was an exciting thing, because in -- another thing in Junior Achievement is we used to -- I think it's one of values of anybody and it was a not-for-profit organization -- it was business oriented.

You have an opportunity to see the people coming out. We were fortunate to have good advisors coming up in companies that later became chairman, president, or what have you. Frankly, we used to track them. I used to track them so that anybody else that was really looking long term -- because you know that certain people had the educational background. They had the stature with the company. With the business community. With the industry. You could see them coming to the top. There is only going to be a certain number that will reach that level.

You get to where feel so close to these companies that you feel you are a part of them. A lot of companies you used to be able to -- I don't think you can do it today -- you used to be able to tell five-years out who was going to get the jobs, but it doesn't work that way anymore. There are too many other factors into it.

MS. HUFF: What do you recall was going on in the country at the time was having an effect on JA?

MR. BUTTS: You ask an interesting question. I was regional vice president in Atlanta, Georgia in the '60s. Now, if you remember, the '60s is when we had all the demonstrations and all the riots and all the integration in schools and protesting of board decisions.

We were a national nonprofit organization at that time and I represented them in 11 states. Of those 11 states, most of them were very much involved in integration. We had a number of tough years there and I had made a commitment to my board that – we had a big meeting over it one time - and I made the commitment at that time as regional vice president of a national organization, nonprofit organization, regardless of personal feelings or feelings of the board, I would have to support whatever the decision was.

When the school integrated, I made a personal commitment that I would be in town the day it happened or whenever they called me. As a result, I was in most of those communities when the board had called and asked me to come. We went through all that and never lost a board member. Except in one city, we lost two, and they were brothers. We lost both of them. They are all back in Junior Achievement today, so I guess we did something right.

MS. HUFF: So, you are talking about in all those areas that – just for clarification - sake – that after the school boards would make the decisions as to integration, that you would meet with the JA board?

MR. BUTTS: They would come up under court order, and under court order there is no way we can go into a school system and recruit in violation of law. When you have a court order, that's what you had to do.

MS. HUFF: So, you would meet with the JA board and say we have to follow the law?

MR. BUTTS: With anyone they said we should meet with, because I would be available to go to those towns. Of course, that's one of the reasons why I enjoyed being regional vice president more than anything I did. I guess when you get down to it it's because you've had people that you've worked closely with. It's the same reason a lot of other people elect not to go into the national organization at all or not to do something else, they don't have that same affiliation that you have when you've got a relationship with the board.

See, you've got to remember this, most of the cities I have worked in or I have opened. Since I opened them and helped them raise the money to get started, I've sweat through staff changes with them and all. I had a lot of support. I had a lot of support. They knew I was going to be there. That's why the office was put in Atlanta, because it had to be in that location because of Barrett Transportation at the time. It was the only way to operate.

I had my office at the airport in Atlanta. So, if I got a call, regardless of what it was, if somebody had a problem and was serious enough, I would get on an airplane within 40 minutes.

MS. HUFF: Is it all right if we take a break right now?

MR. BUTTS: Sure.

(Break in interview.)

MS. HUFF: All right. How would you describe the impact that JA has on people's lives?

MR. BUTTS: On people's lives?

MS. HUFF: Just take for instance the students. We will kind of go through them. We have students, volunteers, teachers, staff, board members, donors. You had a couple of individual examples and that

your own life was one of them where you were a JA student and achiever. Do you have a couple of other people? Maybe you have examples of the people that you knew who went on to be successes.

MR. BUTTS: There is no doubt about that. There is no doubt about that. There are literally thousands of them that benefit from it. I know my own children, who are now in their 50s, have benefited from it because of the knowledge that they received from being in Junior Achievement. Being exposed to Junior Achievement. Their attitudes towards business developed on a very positive note. They better understood what was happening in the world around them.

I think they were better prepared of what was coming up. Particularly in today's economy, whether the company is good or bad doesn't make any difference if you don't understand what is happening. If you don't have a feel for it, you have a tendency to just give up in disgust. We see it all the time. All the time.

MS. HUFF: What about the impact on volunteers?

MR. BUTTS: Impact on volunteers? It's a tremendous impact on the volunteers. I'm only talking of my knowledge of what I know now. In my opinion and what I've heard and seen and all, it's much more difficult to find volunteers today than it was when I was active in Junior Achievement. Far more difficult. Because at that time companies were not lean. They had the manpower that they could involve in it. Teachers in the school system and all were easier to come by.

My board in Atlanta, for example – I say it's my board -- it was Junior Achievement's board, but you get a personal pride in these things when you are there awhile. As long as you realize you still work for them. That's when we had the superintendents from three school districts – systems, rather. We had top representatives on the board of directors.

It was good to have the school people sitting with the heads of the various companies in a board meeting trying to resolve a problem. It's a lot easier to find an answer to a problem that you have if you have the support. I was very fortunate working out of Atlanta because we had top, top people there.

It was the type of thing where the first man I met when I went with the fellow I was replacing, he met me at the airport that day, and we went over to Delta Airlines. And we went over to their executive headquarters and I had the chance to meet C.E. Woolman and C.E. Woolman is chairman of the board. Really the founder of Delta Airlines. He started out as a crop duster in Jackson, Mississippi. A great man. Great man. You couldn't help but be impressed. The fact that the banks everywhere you go you have an opportunity to meet and work with people.

If you are successful at it, there are opportunities. If you think you are going in with the idea as a staff person that you are just going to wow somebody, and they are going to hire you right away from Junior Achievement, I don't know of any time that's ever happened. I have to say that honestly. Because that's not what they are looking for.

But if you happen to be out looking for a job, it's nice that you can spend time in meetings and all with people who have those jobs. Because they have already got an impression of you. They already know you can do it or you can't do it. Job offers, yes. The headhunters love to talk to you, but headhunters go get you killed in this business.

MS. HUFF: What about board members? What type of impact did JA have on their lives?

MR. BUTTS: I can't believe that -- if you've got a top-level board of directors and that's something that Junior Achievement usually has in most cities, because the way it's structured. From the way it was organized from the very beginning.

When we were talking earlier, I was telling you that in opening new cities a job that you have is to get in there and speak to a group and outline the program. One of the commitments they make when you agree to come is that you are going to – you make sure that everybody that had any influence on them calls and tells them that you are happy to hear they are going to have Junior Achievement there now.

You have a good meeting there and you can get – somebody will say, how did you know about that? Well, I've got my sources. I talked to Marv Butts the other day and he told me about all of it. When they say something like that, you couldn't ask for a better endorsement. The thing is, they feel good about it. I have never been anywhere within an industry when we were having difficulty getting them to support the united fund or getting them to support something else, because of the relationship that we had.

Boy, if a board is properly organized with top executives, they are happy that they are on our board. Don't ever get them in trouble, though. I'll tell you -- by that I've got to tell you. I told you about the trip I made to the West Coast to find a computer system, which was a substantial contribution to put it in and everything.

MS. HUFF: That's what you did when they moved to Stamford; is that correct?

MR BUTTS: That's correct.

MS. HUFF: And you got the computer system from –

MR. BUTTS: When I came up there, one of the first things we did was get the computer.

MS. HUFF: You got it from Hewlett Packard; is that correct?

MR. BUTTS: Hewlett Packard. When we went back to move to Colorado, we were able to – let’s put it this way, we were able to get them to sell that for us to somebody in Canada and then gave us a replacement in Colorado Springs. That’s exactly what happened. They went back in and put in a much bigger system.

We paid. We paid \$10,000 to get the study done to tell us what we needed, and we had Arthur Andersen do it. The experts and all. It came up before the board and that day I had to be in another committee meeting on some other things and I didn’t get back into the computer deal. I asked **Jim** Goodman, who was my assistant at the time, “How did it go Jim?” He said, “Not worth a damn.” “What do you mean?” “Frank Cary is blowing his top,” and he said, “When they got that guy from Arthur Andersen,” he says, “he chewed him out.” “You can’t believe.” I said, “How did he do that?”

MR. BUTTS: But anyway, he hadn’t thought big enough. But he was not at the level we were thinking.

MS HUFF: The Arthur Andersen guy hadn’t thought big enough.

MR. BUTTS: We hadn’t set it big enough. Frank Cary, who was president of IBM said – he made it very clear that they were competing for the order. They wouldn’t do that on Junior Achievement. That wasn’t it. But he said, “It’s not big enough.” He said, “You are going to run out of capacity before that model ever gets delivered.” He said, “It’s not going to work.” So that’s how we ended up with the model we got.

I ended up on the West Coast and I met with the people at the Hewlett Packard Foundation and they agreed to put it before the foundation. Let’s put it that way. They ended up later using our plan as a model for anybody that had aspirations of getting a computer system from Hewlett Packard. Didn’t matter if it was a college or what have you.

They received a copy of our proposal and the study that we had made, which is what they used. We had to have full-time help. Had to have full-time staff, because without a person who was responsible for keeping it up and without a programmer, they thought we would get nothing but trouble because none of it was installed. They had problems and a foundation to benefit from.

MS. HUFF: What do you think –

MR. BUTTS: That was just protecting us so that it would be a pleasant experience. If you wanted to be – if you wanted to comply, then you had to have the staffing and all. We had an excellent guy and we had a very good programmer that we put in at the time. We were very lucky. Very lucky. We had 19 computers working together on the line.

MS. HUFF: As you look in retrospect, what was the most memorable experience or anecdote with Junior Achievement?

MR. BUTTS: I knew you would ask me that sooner or later. I guess it's because I'm a people person, but one thing that stands out most in my mind is Hagerstown. Hagerstown, Indiana. I went out on a call one time into Hagerstown -- and if I'm wrong on this you'll have to check it out -- but it's the Perfect Circle Corporation. The gentleman that I had an appointment with was Ralph Teeter, who, again, had influence. Friends that he had and all - that knew about Junior Achievement from top executives. From his peer group.

Mr. Teeter was just finishing up with his term as head of the Society of Safety of Engineers or whatever sets the standards for oil and all the various lubricants and everything in steel and everything else. Automobiles and stuff.

But Ralph Teeter was the head of that association. He had just finished his term and he became interested in Junior Achievement and wanted to know if I would come meet with him. I said I would be very happy to.



I went up to see Mr. Teeter and he said he would call back later. His secretary called back, and his secretary told me that he had asked him to contact me to see if I would be willing to come up and speak to his rotary club on a certain date.

I said, "Certainly." "I would be glad to." "When?" He said, "Well, he wants you to do it as soon as possible." I got on the phone with him and he wanted me to come up. I told him I would be there, and I got a little information on what the size the club was and everything else.

I went up to Perfect Circle Corporation in the reception room and the person there said, "Mr. Butts, Mr. Teeter is expecting you." He will be down in just a minute. He had to take a call." I said, "Fine." She wanted to know if I wanted coffee. So, I had a cup of coffee and I sat down and I started going through some things and wondering what in the devil was coming up next.

The next thing I know a gentleman came down the hall and he had dark glasses on. Well, I figured it was Mr. Teeter's secretary. I thought it was kind of strange he was wearing dark glasses, but I still figured it was his secretary. He come over and said, "Mr. Butts?" I said, "Yes." He said, "Sorry to keep you waiting." He said, "Just follow me if you will, please."

We went through a door. Down a hallway. Down to his office. He opened the door for me, stepped back, and only then did I realize that I was talking to Ralph Teeter. Totally blind since the age of six. He was leading me. Not only that, he took me to rotary club that day. He had to go just almost immediately. We left, and he had one of his men go with us. But I'm walking down the street with a blind man going to a meeting and all I could feel was his elbow touching me. I just could not believe it.

We got there and he was introducing me to people. He would do everything. I talked to his chief engineer one time and he said, "You think that's something." He said, "I'll get a call from Ralph sometimes

at midnight.” He said, “He lived in the house by himself, but in the basement, he had a machine shop down there.” He said, “There is nothing worse than to go into a house where there are no lights turned on and you hear the machinery running and everything.” I said, “You mean he is running the machine?” He said, “Of course.” He said, “He’s never let the handicap get the best of him.”

MR. HUFF: That’s interesting and an interesting story.

MR. BUTTS: Here is a guy that wants to talk Junior Achievement. Why? Because his relationship with all the people that we have been talking about that have been – he has been exposed to them on a national basis when he served on the association and he wanted in. A lot of people want in. Is it good for them? Yes. It’s darn good business. You were one of the boys then or girls.

MS. HUFF: Or girls. Who were the people in Junior Achievement that had the greatest influence on your career?

MR. BUTTS: In Junior Achievement professionally?

MS. HUFF: Yes.

MR. BUTTS: I would have to say Joseph J. Francomano. Joe was a friend from the very beginning when I first met him. I worked for him for a good many years. He was very supportive. I always knew where I stood with Joe. I always tried to stay ahead of him on letting him know what I was doing and if something was going to be a problem, I called him and told him about it.

In those days in the southern region, we had opportunities and sometimes they were pretty touchy, because there were some differences of opinions on a lot of things. But Joe was always one that you could depend on. He was bright. Very, very knowledgeable. You didn’t have

to draw him a picture. He would pick up fast. He knew exactly what he was doing.

Other people? I think the only reason I came to national headquarters is because Dick Maxwell asked me, and Dick Maxwell decided that I was wanted up here and I moved. I could have taken the same alternative. I could have taken a larger city. I could have gone to one of the larger cities. I say that, but I would have had to move. Most people don't want to take a big cut in salary, and so I was – I had a new home and everything else. I had no reason to leave Atlanta as a regional man.

My board would have fought for me, I thought. In fact, I know they would because they did a number of times on things. I always felt that it was a type of thing where you – where I had enough people who knew me, and I knew them well enough to where socially we were friends, too.

I had board meetings and things like that. We would get together quite a bit and we enjoyed it. I think a man that had, I think a lot of influence over me was when – this is one I left completely out of our president's row -- John Davis Lodge. Former governor of the State of Connecticut and former Ambassador to Spain and a lot of other places became a good friend. Here again, when he came on the job, I traveled with him for three weeks and we became very close friends, because we got – he was a politician and everywhere we went they rolled out the carpet for him and that was expected.

He had some – he was a very demanding individual. Most of the people on the staff, I think I'm the only one that really got along with him. But he was the governor and you never referred to him as anything else. I had a great relationship with him. We were close as friends and as a result he opened a lot of doors, because he could make telephone calls and get things done politically. I didn't know anyone else who could. Now, you will find a contradiction to this in some cases because you had to have something that John was interested in. I didn't mind it. He was

accustomed to that. He had been an ambassador to all these countries and everything else. Everyone knew him when you went into a town. He would get on the telephone in the motel, call one or two people, and the next thing you know it would be loaded with people that would say, “John, you didn’t tell me you were coming to town.” He was an interesting individual.

MS. HUFF: Would you like to talk about any challenges you may have had? Your successes or disappointments.

MR. BUTTS: Well, I think the ‘60s were challenging, but there were successes. I can’t say that they weren’t successes, because, here, again I was home. The school people I had met because I had been into those cities and I had introduced the program to them. Whenever we were going to open up in a new city, the first thing I would do is, now, how do we get to the superintendent of the school? We would arrange for someone to make that introduction and go with them.

Because you don’t want the schools fighting you. You have got to have their total support. Even then we had to have it. Even more so now you have to have it. One of the biggest difficulties I think is keeping continuity in your staff. If you walk – if you are in there looking for opportunity only, you are going to make a lot of people very skeptical as to what you are doing, whether it’s in their best interest to go along with you.

Because whenever they commit to go with something, whether it be a board member or a school person or what have you, it’s like selling anything else. You’ve got to supply that individual with comfort. The comfort of they know they can trust you and the people that I know that are successful in Junior Achievement, my gosh, there is no question that’s the way they make you feel.

I know a lady right here in town that is president of our JA program here. I'll tell you; she has got their respect and she was – when we first met her, she was just taking a job as one of the managers of the lodge at Four Seasons out of University of Indiana. She spent two days with us and came on staff. She got here, and she married a guy from here. He was also an achiever.

MS. HUFF: What was her name?

MR. BUTTS: Janet – well, I'll have to get back to that one.

MS. HUFF: We will know who she is. Any disappointments?

MR. BUTTS: You know what? I try not to worry about disappointments. I really – it doesn't mean that I don't occasionally get disappointed, but I think it goes with the territory. If you are going to accomplish anything, you've got to be prepared and you've got to know that there is going to be fallback and that's one of the things I learned from corporate leaders.

Frank Cary was the one who put the whole national staff -- at the time I came up here, he was coming in as our chairman. He put the entire national staff through the IBM program. Brought a van out here and he trained us. Maybe because he knew that we had failed on some occasions and got carried away with what we wanted to do. We didn't look at the alternatives.

Going to Colorado Springs, Colorado was one of those things that hit that right on the head, because up until that time there was a strong feeling that we had to stay here (Stamford) That the only way you could operate is staying in the New York area somewhere. I never did feel that way. As I told you, I wouldn't have come here. They thought we had to stay here.

It took about two weeks before we got commitment from the El Pomar Foundation where they made land available and let us know it would be available if we would consider them. They offered to help us with money. It's amazing how things change. That was an opportunity and they were good people. We knew all of them. If you go out to Colorado you know.

MS. HUFF: You bet.

MR. BUTTS: I stayed at the Broadmoor and met some of the people out there. But they were just a whole – I don't think our board here would have considered anything anywhere else, because those people wanted us. Not only that, it made sense.

As I told you there was a supply division and we moved it out there from Ohio. There were a lot of people who got very upset over that, because they thought we ought to put it somewhere else. Well, that's not so. You've got to change with conditions. It's an opportunity.

MS. HUFF: What are the greatest failures and successes of Junior Achievement?

MR. BUTTS: I think they have overcome a lot of them. We had a mentality among the staff and among the board for a long time that you had to have your arms around everything. That there was only one way of doing it. We missed opportunities perhaps, because we were too set in our ways.

The school savings program has been an example. They said it wouldn't happen. It just can't happen. It was a tough fight, even though we had it going. It wasn't too long after that we had foundations funding programs to rewrite the program. We had funding on one survey that I'm aware of. We did it in affiliation with the Girl Scouts of American and the Boy Scouts. That study was made to tell us how we were going to

cope with the century ahead or something like that. They were talking about the decade. The next decade. How can we handle these things?

Junior Achievement, because of our board of directors -- and I have to give the board of directors credit for it -- we have been so fortunate since the very beginning of Junior Achievement of being business oriented. Having good people. Having standards. That they are not based on tear in the eye philosophy. It's just amazing what we have been able to accomplish. If you look at the new programs that have come along in the numbers, those numbers were built because we were willing to change. We were willing to go into the school we were willing to tie in with this organization or that organization.

The organizations that have failed to make those changes are in serious trouble. What's the difference? Junior Achievement changed. We are not dealing with the same type of board of directors. Our board of directors is not just people by name. We've got people who, when they are asked to do something, you had better realize it's like being asked within a company.

You have an obligation to them because they have served you. You've got that obligation to commit yourself to making sure that things go smoothly and the alternative -- what is the alternative? What is your fallback? What if this doesn't work? What's Plan 2, 3, 4? People don't think this way. I can show you not-for-profits right here in this town that are in serious, serious trouble or they have lost their buildings and everything else because they didn't function that way.

When you looked at it, you had the wrong foot forward. We didn't have people -- they all had good motives, but good motives don't go very far. It hopefully inspires you to move in the right direction.

MS. HUFF: You are right on.

MR. BUTTS: You are going to get tired of listening to me. I'm sorry.

MS. HUFF: No. If you had it to do over again, what, if anything, would you do differently?

MR. BUTTS: I don't know. My life has all been things I wanted to do and I think in most cases they worked out, if not immediately, it worked out over a period of time. I can't say that I've always been the most successful, but I've gotten by. I enjoyed it. I liked what's up with me. And my family is very supportive, and we have a great relationship. What more can you ask for? I've been involved in other organizations from volunteers to end point and people have just been so good to me.

MS. HUFF: I want to know, when we first started this interview, you made the comment about the fact that you had determined you would never work for a nonprofit. What made you change your mind?

MR. BUTTS: Because after I got inside the organization, I realized being a nonprofit didn't mean that you didn't have – that you weren't motivated by advancement. I didn't have to look for another job. I spent 45 years with Junior Achievement and I was happy and moving the whole time. When I say “moving,” I stayed in Atlanta until I moved to headquarters, but it all happened because I just stayed there and applied myself.

But not-for-profit, I had always looked at them as a bunch of do-gooders and I have learned a lot. I volunteered in the scouting program. I've had scout masters. I did that in Richmond, Indiana on my first assignment. I was training Boy Scout leaders. I was doing it for the Boy Scouts, because Boy Scouts was upstairs over my office and the chief scout executive at the time recruited me to do his training for him.

I read the manuals and studied them and got some advice from him on what he would like to see, and I did all the training for him as long as I was there. I enjoyed it. I was recruited – I shouldn't say “recruited,” I don't know what that means even. I was offered an opportunity to go



into professional scouting and I stayed with Junior Achievement, because I have more in common with Junior Achievement.

I have more now from the Scouting program. I'm very proud of my grandson. He just made Eagle. Just joined the Order of the Arrow and he is very proud that grandad had his arrow that he got when he was a kid. So, we talk.

MS. HUFF: What challenges will JA face in the near and distant future and how should they be addressed?

MR. BUTTS: I think they are already addressing a lot of them. One of the things I've appreciated about being involved with the Pioneers and I have to say this right off, I haven't been there the last two years counting this year. I'm counting it already, because I'm not going to make it. I don't think. But I think being involved with them has been good, because I think, here again, the Pioneers at least maintained a relationship with today's staff.

I think that there are enough people in the Pioneers, although we are getting smaller in numbers, I guess there is enough people still around that have had some of these experiences. That if we can in some way utilize this in our training – when I say “training,” our management – decisions -- I think we are on safe ground.

You talked about Marty Lee and John. I'll tell you; Marty Lee was too young when I interviewed him for the job. This was down in Atlanta. I couldn't hire him under the pretraining restrictions at that time. So, I sent him up to our local office and I called out there and said, “I've got this great guy and he is not old enough.” “He'll get there.” That was Marty Lee.

Marty Lee is another one that worked in my southern region. I'm proud of my southern region. We had a good region. We never stopped

growing. We never ran from a problem. I don't think we ran from one. We ducked sometimes.

MS. HUFF: What was your most rewarding accomplishment in Junior Achievement?

MR. BUTTS: I think probably reaching a place in my career to where I was – I had, I guess earned, because I don't think you get it without earning it, the respect of our national board and particularly my regional board. But they were all friends. When I say "friends," if they had a friend in Keokuk, Iowa that wanted Junior Achievement or something, a lot of times they would call and say, "Look, I've got a fellow that wants to know about Junior Achievement." "What can you do?"

There are a number of people that took their airplanes. There are a number of people that paid my expenses so Junior Achievement didn't have to. When we didn't have money one year and we cut it out of the budget, the national at the time decided they weren't going to pay anymore expansion money. We raised money in the southern region and we used that to open new cities. We never quit. Never quit opening new cities. We paid the cost of training the people. Wasn't anywhere in the book that said you should do that.

To me that was only one thing. We had people that -- I think the respect of your board, the national board, is the greatest satisfaction that you can have. I think the fact – some of this stuff I don't even talk about. But the relationships that you have sometimes get a little hairy and it's a personal relationship. You've got to figure out whether you are serving the best interest of your – of all people involved. Let's put it that way.

For example, we had a particular situation a few years back with George Bush, Senior. We had NBLC and I was in working with security early and **we** had everything set up. All the relationships and everything else. All of sudden we found out that somebody had decided to have a

fundraiser for the Republican Party and they had called Mr. Bush and ask if he would be willing to speak at a luncheon. He agreed.

The next thing you know I got word of it and they wanted to know did I know it. Good Lord. No. You've got to stop it. I was able to get them to realize the seriousness of this, because we had 1,600 people already coming to the NBLC, and now we are going to take the key speaker out and send them over somewhere else to raise money for the Republicans? No way.

Nobody got into this. This was not something dirty the Republicans were doing. This was just some fundraiser in that particular area that decided this is a great opportunity that we've got to have George down there. So that's the way the thing went. I got on the telephone and I was able to kill it. Now, they did have the fundraiser, but the fundraiser was by special invitation to certain people and they held it later in the day in another private club. It was not in the hotel with us. They weren't going to put people up at our head table. That's what I mean with respect. I had the respect of the board and they were good friends. Good friends. But you've got to earn that.

MS. HUFF: Why is Junior Achievement important to you?

MR. BUTTS: I've got to figure out how to say this without sounding like I'm – if I would be facetious about this whole thing, like somebody was talking to me one day and they were asking why was – they were kidding me about voting for a certain governor out west who was running for president. You can probably guess who that is.

He was always a real conservative. Ultra-conservative. So, I guess the reason is he was just too damn (inaudible) for me. I guess I've got to be careful what I say here. You get the idea here that I'm not – I'm a liberal conservative, I guess. I vote both ways. I'll tell you that right now. I don't mind telling you. It depends on the election and the situation and everything else how I'm going to vote and who I'm going to support.

When this particular person didn't get elected, I wore a black-arm band the next day just to give everyone a little satisfaction. You've got to have some laughter. I didn't feel that way at all. It was not my intention. I just felt that way.

But things when you are in a position like a staff person who gets in any worthwhile organization, there are times when you have to know when you can take a stand and when you can't. If you don't have the backing, you had better not take that stand because you are going to be a has-been.

You've got to, when the board respects you, though, you have to maintain that respect and the only way you can do that is be there all the time. Whenever they need you. It can't be a personal thing. It's sometimes hard to do. Sometimes hard to do, because they see things differently.

I can remember the days when we had something go wrong in an area and it just wasn't in the best interest of the person to stay there, and we would get a call from some board president who wasn't very happy about everything and wanted me down there right away. You would end up down there and they would tell you the sad story. You would document it and all.

It had to be pretty good or – I got support. The staff sent their person, male or female, until the time that they were totally wrong and then the question that used to be asked is where are you going to put them? What do you mean? I said if you don't want him, what am I going to do with him? Those were the top things. Those were the top ones, because there wasn't anything you could do with it. You just had to make it clear. They usually end up working out a severance of something. Taking care of it.

Those are the things they think because you are a not-for-profit that you can just do these things. You can't. You've got to run it as a business.

Junior Achievement is a business. The reason it succeeded the way it has is because we have been supported by business because they know we are a business. We are run as a business. Sometimes that's bad. Sometimes that's good. It depends on how you interpret it and the people you are going to be working with.

MS. HUFF: What would you like to be remembered for?

MR. BUTTS: Well, when I left the southern area to come to national, I was given a plaque, and on it just says something about to our best friend. I think I had a reputation for doing whatever had to be done to get the job done. But you knew where you stood when you were working with Marvin and more people make that comment in the southern region than anywhere else. I tell you, that meant a lot.

Another incident to which the remark is probably just as meaningful to me -- I will not say who it was, but it was a retirement program. But the individual said -- this is probably the biggest compliment he ever paid me -- he said, when I came to headquarters, I really wondered if I was going to be able to get along with Marvin, and what the hell are you doing up there anyway? Then he proceeded to say -- I've been with him this long and he is going into retirement now -- I have to tell you, I still don't know what the hell he does up here. He said, every time we had a problem, Marvin seemed to be on top of it and he seemed to know what to do about it. I think that's hard to beat. You can guess who that is.

MS. HUFF: That says a lot.

MR. BUTTS: That says a lot. So, I just liked to be the guy who did the job and did it successfully.

MS. HUFF: Is there anything else that you would like to say? I've pretty much gone through all my questions and it's been a delightful interview. Thank you very much.

MR. BUTTS: It's been easy.

MS. HUFF: It's not meant to be hard. So, I thank you very much.

MR. BUTTS: Very good. Thank you.

(End of recording.)