

Scarpino: ...That we will get you to sign a release form before you leave.

Mutz: Yeah, we do that every time, that's fine, okay. So, are we recording?

Beeler: Yeah. We are recording it.

Scarpino: Okay, well, Mr. Mutz I would like to thank you for sitting with us for a fourth and final recording session and once again just for the sake of formality and posterity, I want to ask on record for your permission to record this interview, to transcribe the interview if we like to do so, and to make the recording and the transcription available for researchers at the IUPUI Archives and Special Collections.

Mutz: I certainly am pleased to do that.

Scarpino: Thank you very much. Last time we talked, we start the last portion of the interview talking about your run for the governorship, which was a close race, but in which you were not successful. And there are a couple of questions that I'd like to ask you about that and then go on and drags up. You lost the election for Governor but you had lost other elections in 1964 and 1970. You have reversals in business that you talked about. What made this one different?

Mutz: The thing that made it different, I think primarily is that it's such a public sort of an event, losing of election for State Treasurer is public but not nearly so high profile as this was. And the other thing of that, what made it different was; that I'd spent an awful lot of my time, effort and actually heart and soul, in a sense, in preparing for this, not the election but for serving. Some politicians love the election process; they just love the handshaking and the campaigning and the speech-giving and so forth. Bill Hudnut who I would say really likes that stuff. Dick Lugar on your hand, I see as a person who does it because it's necessary. But his real love is the love of ideas, the idea of getting something done, implementing programs. So, it's kind of the difference between the policy wonk and the politician and I would fall more on the policy wonk side.

So, for example, you can argue this was a waste of time now in retrospect but, my campaign staff and my son, primarily, who took time off from his job as a lawyer with Barnes & Thornburg developed a series of the positioned papers for me and they were over 30 of them on everything from reforming the court system, the correctional system to economic development. And frankly, I thought they were pretty good, some of them, and I thought there were things that really spoke about the future of Indiana. In some of those you'll find in the Mitch Daniel's agenda and you found a lot of them in the Steve Goldsmith agenda when he ran for governor, obviously he didn't win either. And in] one of the reasons that Mitch's popularity rating is high right now and Goldsmith didn't win his, they scared people with the amount of change they thought was necessary for Indiana. So, you ask what I've learned from all this, I mean those are some of the things I've learned, I guess I'd have to say that, the major difference, first, it's so public. Secondly, I'd spent so much time and effort committing myself to doing this job and it also -- I found unlike the other elections I lost I had to go through a grieving process after this was over and that may sound melodramatic but it is a form of grief and it takes a while to get your focus turned around and think of other things you wanted to do.

Scarpino: Well, the subject of these particular interviews down the line, subject is Leadership and I am wondering as you look back on that experience, do you think that good leaders learn from failure as well as success and if so, what did you learn?

Mutz: Well, I think you learn more from failures than you do from success. Among other things, success tends to feed the ego of a leader. I am not always sure that's a healthy thing. In losing, you certainly have to alter your ego to some extent that, it has that impact on you. My wife use to say, 'I insisted John continue to carry out the trash every week in our house,' even though he is this high flying political person you know. And she says, 'That way we keep him up humble.' Well, I think there is humility of sorts that need to be infused into the lives of leaders. Those who never have

it, I sometimes wonder if they don't have the idea I am so good, I am so smart, I am got to be right all the time and you're just not right all the time.

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And -- I see Dick Lugar's election losses as being important moulding factors in his life and the first one was the loss of the presidency of the Indianapolis School Board, sounds like a small time deal compared to where he is today. But, he took it, it was a hard pill for him to swallow, and of course he lost his first race for the US Senate. So, those are moulding characteristics I believe that make a leader more effective. Now, he said what else did I learn from this, well first, I learned about xenophobia big time in this election and its underlying a role in the human psyche, as I told you earlier, I read a lot of Jung and I believe that xenophobia is in the collective unconscious to use Jung's term. You don't have to agree that there is a collective encounters, but I think that the ...

Host . . . You're talking here particularly about the Japanese Investments . . .

Mutz: . . . Yes, it's the Japanese investments that we're talking about this earlier, I think in the comments but, its head has cropped up again, right now, on the toll road matter it is scrapped up on the Honda plant issue, it has cropped up on the BAA takeover by the same company that is going to be the lessor of the toll road and so forth.

Scarpino: That's at the airport.

Mutz: Yeah, that's been at the Indianapolis airport. And those are -- its got to qualify this stuff because somebody else would -- out of context will know what I am talking about.

Scarpino: I am imagining somebody listening . . .

Mutz: Exactly, that's fine. But at anyway, I guess what I am saying is, that's the second big issue I learned about this, and I was flattered actually to be invited to a couple of universities to actually give a couple of talks

about the xenophobic attitude of people that's kind of under the surface, the way he talks a lot about it. But I guess the third thing I learned about this was that: I spent far too much time dealing with the Republican portion of the electorate. That's one of those old saws about the politics that the campaign system is changing, and it changed during the time period I was in politics. And so, the independent voter became a lot more important in this situation, that's another thing I would see.

Scarpino: So you think you played too much to your base .

Mutz: Yes. And I didn't get all the base in spite of that well

Scarpino: Well, when we started this series of questions, you mentioned Steven Goldsmith and the current Governor Mitch Denials and yourself and you talked about change. Do you think that it's a mark of effective leadership -- to be able to persuade people of the need for change?

Mutz: I think its important that leaders have an agenda and a vision and that they are able to articulate it towards - - I think you may have asked me earlier but my view of leadership in general, I think one of the five key ingredients of that is in fact, the ability to focus on a limited agenda, hold it in front of the public you are working with, whoever they have to be and continue to work with them. I mean to pound on them, to use the holy pulpit if you want to call it that to, to make those items happen. I really do think that's a really important question.

Scarpino: What did you intend to do for a living following the election?

Mutz: Well, that's a -- you really got me on that one. But the answer was, I -- I never thought about the post election career. I was so focused to spent so much time and energy on this sort of thing. And as I may have told you earlier, during the time I was in public life, I spent nearly all my personal savings so that my kids could go to -- what I considered to be really fine schools and getting good at educations that was the legacy, I saw as being important. So I found myself unemployed and

with very modest savings remaining at that point, so I hadn't really thought of much or lot about that. Now, I had been a businessman most of my life, and so I realized there are some things in that arena, I could go back to again. Not a lawyer, not a professional in the normal sense. So, I think I may have told you, I had already gone and received a commitment for a bank loan to start a business venture and then the Lilly Endowment offer came along and I decided that was too unusual and unique in experience to pass up.

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Scarpino: Tom Lake from the Lilly Endowment contacted you, was that a surprise?

Mutz: Absolutely, out of nowhere, this happened. I was -- may be it was February, of the year after the campaign and Tom called -- maybe because I knew Tom, not really well. I am not sure many people knew Tom well, but anyway, I had worked with him on the White River State Park and number of other things where nobody had made challenge grants and so forth. And he called me up one day; he says John, would you like to talk with me about running the Endowment? And I gulped a couple of times and said, well, I would be delighted to do that. Then he said, well would you come up to my house? He said, I don't want you coming to the headquarters of the Endowment, everybody will know you're there, and it will be an item of discussion and rumor and so forth. So I said sure, and we made a arrangement and I went out and met him at about 8:00 in the morning, which Tom liked to do early at morning and we spent a good part of the morning talking about what he wanted to accomplish, his approach to leadership and all that sort of thing. And then, he said, well, can we make a handshake agreement today? And I said no, I can't do that; I said I first of all have to do some personal thinking about this. Secondly, I want to talk with my wife and thirdly I said I would like to know what the compensation package would be? I mean I had been in business in and out for a years and I've decided, the best time to have leverage is then, not after you've already said yes, I'll do it. So, I went home got together with Tom a second time, again at his home, and this time we

talked compensation level and relationships and the environment and so.

Scarpino: Why do you think he asked you? You mentioned that it is the first time he talked to you about what he wanted to accomplish, he must have had what he wanted to accomplish and you in mind together. How did those two things fit together, seeking you to lead and what he wanted to accomplish?

Mutz: Well of course, Tom spoke in his own way for the Lilly family at that moment of time. He felt he took very deeply his responsibility as a representative of the Lilly family. And he said, our big concern is the state of Indiana more particularly the city of Indianapolis. And he said, I need somebody to be out front in this situation, and to represent the Endowment in a public way. He said, 'You run the staff and I'll run the Board.' And if there ever was an organization in which a Board Chairman ran the board of business, this has got to be it -- you can argue pro or con, but his philosophy was that the job of the staff was to propose and seldom ever did the Board ever change anything that was proposed. But of course it was carefully filtered through Tom before it was presented to the board. This -- the Board of Lilly Endowment at that time didn't have a committee system, didn't have a number of the functions that most boards have. So, we discussed this -- just as we are talking here, this arrangement how he saw the situation to work. You asked me, why do I think he wanted me to do this job, and I can't really tell you exactly, except to say that he wanted somebody who he thought had the respect of leadership in the community, although Lilly Endowment doesn't have to work too hard to get respect. I mean its -- kind of there and for a very good reason its an honorable institution, it really is. But, I think he also wanted somebody who would shake the place up a little bit, now he never said that.

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But, he asked me to think about the future. Now, I decided that it was presumptuous to step into an organization of this nature, and I frankly didn't have an agenda. I had no agenda for Lilly Endowment. I

spent my entire first ten months interviewing and talking to the staff and to the few other outsiders, but primarily the staff. And out of that, I began to create an idea as to what our plan for the next three to five years should be, and included in that for example, was the vision of community foundations -- State of Indiana, public school reforms and a variety of things that were a little different and were like. And the other folks who I worked with there, including Mike Carol who, the person is deceased now, and a Craig Dykstra who came on very shortly after I was there as the head the group religion or the division of the Endowment. Both had all kinds of ideas. -- I mean, they were waiting for an opportunity to put those ideas in effect. Now, what you have you're here is, situation which my predecessor Jim Morris -- he and Tom had some disagreements I think it's clear.

Scarpino: We've talked about that in length.

Mutz: Yeah, and I would be -- I don't know what Jim Morris is -- he didn't willing to say about them, because Jim is a very careful individual when it comes competences and things of that kind and well he should be. But, anyway that there is no question about that so, this was a new page in the Endowment's history and I had a chance to work on it for the first five years.

Scarpino: If we look at some of the elements that constitute the Lilly agenda, really one of the things' community development foundations?

Mutz: But, well that the community foundation -- let me go back and say again. One of Tom's great concerns was, that here is an Endowment funded entirely by one stock. So, the vicissitudes, the ups and downs of that stock's performance could have an impact on how much money you had to give away in future time periods. So, he didn't like commitments that went way out into the future. On the other hand he realized the value of long-term commitment to something that matters, which is a difficult kind of a paradox. So what we were thinking about that was, how we could put together programs that had -- what I call an accordion aspect to them. You could expand or contract them depending on how much money you had. Well the

community endowment, I should say the, the community foundation initiative has that capability, and so, what we did there of course was, one of the ways to greatly expand distributions -- was to give more challenge grants to community foundations and then later Lilly has taken up the idea of using that community development network as a way to do things all over Indiana. But they don't have to make the decisions and they don't have to administer all the brands and so forth. So what you do is, you give a chunk of money to a community foundation at the local level and then your market for education reform or your market for a sustainable community development matters or something of this kind. And then let them decide how to use at the local level and of course the philosophy is I thought again is a sound philosophy, is that local leaders know better what's needed to local community than somebody sitting in Indianapolis. So that, the idea I am getting at here was that; a number of the program that we put in place, had this accordion aspect to them and that was one of them.

Scarpino: Could you talk a little about the Lilly Endowment, and its religion initiatives? During your years as President, I think Craig Dykstra was involved in that?

Mutz: Yeah, but that, that the person who really put them -- the thing together originally was Bob Lynn ???spelling?? and Bob Lynn was a national recognized scholar in this field. And Bob is one of those people who taught me one of their early lessons on leadership, and that is; there is a time to go and a time to stay. And Bob says, I've done what I can do here and it's time for me to move on. He could have stayed there for his entire career, still live, he could still be there, if he wanted to be. But he sets time for new ideas, a new people, and new generation of leadership so to speak.

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And knowing when to quit is not always so easy; we've talked about this before. If you have an involuntary retirement like my loss in 1988, you know that's one thing. But, there are times to step down, what we've seen recent elections of the Indiana General Assembly,

involving Larry Borst and Bob Garden, both wonderful public servants in my opinion and yeoman performers, in a whole lot of ways. But they probably should have stepped down, a little bit earlier than they did. But they didn't step down; they were forced to do so.

Scarpino: So, Robert Lynn ???spelling?? was the initiator of the religion.

Mutz: He was Vice President of religion for the Endowment and he is the one who set up the programs that cut across really, several areas. First of all, he activated the program involving the black denominations, which is a huge program, at Lilly, I think an important one but one that he put in place. Secondly, the study of the deterioration of the vitality of mainline Protestantism in the United States. Bob initiated that -- the Protestantism, one of the first scholars in America to side it and so forth. The third thing that Bob did was he made it possible for Lilly Endowment to get out of just mainline Protestantism. He engineered programs involving Roman Catholicism, Judaism and even occasionally some inquiries into other of the world's Fundamental religious denominations or organizations. And so, I consider those to be the initiatives that Bob brought to this table. If he were sitting here, he might describe this in a different way -- this is the laymen's way of looking at it. Craig brought a great deal of sophistication to the things Bob had already thought about.

And for example, what are Craig's early initiatives that I thought was a brilliant thing was the future of theological seminaries in the United States. I guess one of the great things that Lilly did while I was there -- I mean, the problem was that they were dying on the vine, financial support primarily I think was their problem and part of it was if you don't have an outstanding alumni core in theological work who make a lot of money. There just isn't a lot of new money going to coming in from your alumni. And so, we came up with the idea of Lilly Endowment of funding development directors for theological seminars and we held seminars on fund raising and a whole variety of things. But we funded on a three-year basis, Development Directors for 25 seminaries in the United

States, later on; another 25 as I recall. Well, of course what happened was we began to develop a cadre of professionals in this field, who stopped to move from one place to another and there was a new industry in the sense there. Well, of course our philosophy was that if the development director couldn't justify his own salary and that of his staff and overhead so forth, it would be a surprise. Even the mediocre ones could do that. And the result of this was that a new era evolved. Now does, that mean that the theological seminars are out of the woods in terms of financial situation? No they are still having trouble; one of the classic seminaries in New York City is still struggling. In fact had to give its library to Colombia University because it couldn't afford to supervise and take care of this huge volume or this huge collection.

Host And for the record what's the name of it?

Mutz: I'll think of it. Well, I'll think of it in a minute.

Scarpino: It's all right.

Mutz: It just slipped my mind here yeah. It's like on of those things you just.

Bepko: It's not Union is it?

Mutz: Yes, it's Union Theological Seminary. Yeah, Union has gone through some very difficult financial times. CTS here in Indianapolis, difficult financial times. CTS is in better financial condition than Union is right now and I think it's partly due to the aggressive fund raising efforts that's gone all there. So, as I said, that's an example of some of the things that Craig also get concerned about retirees in the Roman Catholic Church.

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Again, if you don't pay people during their working career, it's hard to accumulate retirement programs for Catholic Priest and Nuns. So what you do about this? Well, Lilly didn't put a big bunch of money into retirement funds. But what it did was, was do a major National Study on the condition of the Roman Catholic

Church. The Roman Catholic hierarchy took note of this and gradually has corrected the problem. Now they've got some other financial difficulties from time to time, but in any way, what I am getting at is, those were the sort of kind of things that Craig initiated.

Scarpino: Education was another of the major initiatives while you were present at Lilly Endowment, Hoosier scholarships and middle grade improvement? One program that seemed rather successful and another seemed to flounder a bit?

Mutz: Yeah, well the scholarship program -- that's one that's also the question, whether it was successful or not? Our goal of the scholarship program was in fact, to fill in the gap for middle-income families. It's obviously possible for wealthy families to send their offspring to college. The poor children at that time had fairly substantial support because it was the moment at which the Pell Grant was more substantial as a percent of the total that it is today. The Pell Grant has fallen behind, but anyway this middle income -- Craig was the one that the Endowments Management felt, it was having difficult getting it done. And so our scholarship program is meant to fill in the gap in the middle-income section. Frankly, that was a limited program; it didn't go on forever, but put a lot of money in it. It has not solved the college cost problem, put it that way. And even if we were to go back and do it again now, it wouldn't solve the college cost problem. But any way that where that was. The second thing was the Middle Range Improvement Program. We had great hopes for that and we did it in some of the most difficult middle grade environments you can imagine.

Scarpino: Such as?

Mutz: Well, IPS, I think it's a good example.

Guest: That will qualify.

Mutz: (Laughter) Yeah. Okay, and so the situation there was that, what is it, the Hawthorne Effect? I think that's the one that people talk about in which -- because of the new attention to a situation, you can accelerate performance and so forth temporarily, and that's what

we did there. Temporarily, we really did increase performance in the middle grades but it didn't last. And middle grades, I think are the most difficult of the entire twelve grades of K through 12. And, but it was not a glowing success. Now, since I left the Endowment, they have done what they call Cape Grants. The Cape Grants would give into Community Foundations and they in turn will use, for school reform in local communities. It's too early yet to know, how effective those have been, but at best they have been modestly effective. So, reform in public schools is a very difficult problem. Now, I'll have to say here for a minute, I don't want to take a lot of time from your agenda here but, the most exciting and far reaching school reform program that we proposed, was one which was designed at changing public will about school reform in Indiana . . .

Scarpino: . . . That's the willingness of the public to support reform . . .

Mutz: . . . Public support, exactly. And this was a combination of local organizing, community-by-community by actually county-by-county or school corporation by school corporation. And then a media campaign which supported school reform and the idea being that in the studies we had done, you need both of these tracks taking place for things to happen. The local organizing effort is where you finally make decision about what you want your school corporation to look like? What you want to do? But the media gives it credibility, surprisingly enough in our world. If the media is talking about it, it must be important and I don't subscribe to that philosophy but that was the idea. And we have set aside an enormous amount of money even to Lilly Endowment, to do this, and we are going to rule about, television market by television market and our first market was to be the South Bend television market.

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And this one of those programs that I worked really a lot of times spent personal time on with our staff and what happened was, the board agreed to the first step, which is of \$3.5 billion grant I believe for the South

Bend area, over a three year period of time. And then too much later, they rescinded that approval and you know, I would have to tell you, that was the most disappointing moment in my life at the Lilly Endowment. And I might still be there, but I doubt that, but I might still be there . . .

Scarpino: . . . Am I reading between the line, for conflict between leaders there because if the board didn't do anything without Tom Lake's approval . . .

Mutz: . . . That's right . . .

Guest: . . . he must have had a different vision of what the Endowment should have been doing when you have . . .

John Mutz . . . He and his lawyer did.

Guest: Okay. On the subject of leadership, you and I've talked a lot about leadership, 7 or 8 hours about individual leadership, group leadership but it seems to me, as I listen to you talk about Lilly Endowment that, it may be possible for institution to exercise leadership. Was Lilly Endowment exercising leadership at some of these programs that we've talked about education, religion, down town Indianapolis?

Mutz: Oh I don't think if there is any question about it. There are the 500 pound gorilla in this community. They are the good housekeeping seal of approval on projects.

Guest: Because in religion and areas like that, I mean their reach have far exceeded Indianapolis ...

Mutz: . . . Exactly. That's right. But, there's the biggest chunk of money in the game. There is no body that comes even close to Lilly endowment in terms of grants to religion.

Guest: So, is money the sole reason why the Endowment exercise leadership?

Mutz: No, it is what I consider to be the other and maybe the biggest aspect of foundation philanthropy and that is the ability to convene people around an issue. I

laughingly -- maybe I've said this before in these one of these gatherings -- in one of these meeting we've had, but whenever I called a meeting at Lilly Endowment, people always came. I mean they were always, they had to -- either they came or had an awfully good reason why they couldn't be there and I guess my feeling is the convening power is more powerful than the money, but the money is what gets people to the table. And I guess what I am saying to you is, that yes, Lilly Endowment employed leadership in a variety of ways; subtly, behind the scenes, to say the least. In the case of this school reform thing that one of the arguments against it was, this is too hot a political issue. Sooner or later we are going to get our feet in the middle of contested political questions. Well, yeah, I warned the board about that when it was approved the first time. I said, 'Look if you don't walked to get in the thick of the debate about what to do about schools and so forth, then don't do this.' Well, they all said we want to do it, then well of course, things changed.

And I guess what I -- they were concerned about the -- what I would describe as the risk of being in the middle of political controversy. From time to time they've been in controversy. I mean, you can argue about building a Dome, the old RCA Dome now, about ready to beat the dust as whether that's a proper use for philanthropic money, you can argue about that, which people did quietly, not very loudly, but did. And there's some other things that Lilly Endowment has done. But in general yes they do exercise a leadership in this community, and taken as a whole its been a remarkable asset for this community. Most communities would give everything to have a Lilly Endowment in their midst. In Philadelphia the Pew Charitable Trust use to be just like Lilly Endowment was and then their leadership said no, we're going to become national, we're going to stop being the sustainer of one of one these institutions in Philadelphia. Fortunately, they did with some judgment and they did it over several years so no institutions just absolutely fell off the financial cliff, but once you become important to a community, then you got an obligation there. And Lilly has clearly set itself up in that sort of circumstances as being -- well, I don't know what the Symphony, the Zoo, the

Children's Museum, the Eiteljorg, the IRT and what they'd do without Lilly Endowment.

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Scarpino: I am going to give back to you a quote that I wrote down when we did a pre interview with you, without the recorders on, and it relates to Lilly Endowment philanthropy and I am paraphrasing a little bit, because I am reading my own notes but you said in philanthropy, what you learn from what does not work is a significant as what you -- as what does work. Could you expand on that a little bit, particularly with an eye toward leadership, individual leadership, institutional leadership?

Mutz: Well, of course one of things that you learn and the quickest one is about risk taking in terms of leadership. Effective leaders get out on a limb and they stake their personality and their reputation to some extent, while they are out on that thing. And in my opinion that risk taking thing is one of the marks of leadership and if you fail that doesn't mean you are done as a leader, because you have all kinds of examples of people who have failed, turned around and figured out how to do it and have done other things or the same thing. that you know -- so, I think that's the first thing is, this business is about that risk taking. Now, I am the first to admit that people who get out into the leadership roles so forth, become more risk averse, to some extent the more success they have. Now there are a few exceptions.

Scarpino: They start to hold the ball, at the end of the game.

Mutz: Yeah, that's right, on the other hand you've got the Steve Hilbert's of the world, who -- well it works the other way and they become so imbued with their leadership ability, that they feel they can't make a mistake. And that's where your ego, I think, gets the best of you in that situation.

Scarpino: How would you assess your own impact as head of Lilly Endowment?

Mutz: Well, I think I did what I could there and I had reached a point where I had churned -- I guess I churned up the water as to some extent, changed a lot of attitudes, change perspective and I think I've done about what I could do, but partly because Tom and I did have a little different vision.

Scarpino: How do you think you changed that too as a perspective?

Mutz: Well, one of them -- we changed pretty dramatically, the tenor of the meetings at the Endowment. This was a highly authoritarian kind of culture when I first got there. If you went to a meeting and presented an idea, you better be prepared to defend that idea. Why is this good? Why is this going to work and so forth? The kind of meeting where you throw an idea out, that may be crazy on the surface, but may be that genesis of another idea, that kind of environment wasn't acceptable early on when I was at the Endowment. It's particularly important to black women, in my opinion, that they like the idea of an environment where they can throw an idea out, play with it, see what their colleagues think about it and so forth. And what I found out was, when I went to the Endowment is I kept saying how can I get creative thoughts out of all these people with all these degrees, I had whole bunch of Ph.D's and so forth, and one of the things I did, I went down to Lilly the company and asked to meet with the people who work at the bench, had patents in their names and so forth. And I said, how do you generate ideas? Back on those days Lilly was pretty authoritarian too. Changed a lot, largely in my opinion, through the leadership of Randy Tobias, he was a breath of fresh air then. But anyway, I went with these people on the bench and they were really bribed from all over the world. And I said, 'How do you get this done?' They said, well first of all it's a collaborative thing. And that was really important to my way of thinking because they said, 'We don't sit at the bench and suddenly as in the Ford or Ford commercial, we get an idea in our head, its one that is moved and changed around and challenged and pushed and so forth.' And they said 'The reason we are here in Indianapolis, there's lots of places we could be. And other people that might like to employe us, we are here

because the best people in our field work here and we want to collaborate with them.'

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Okay. That's a real lesson, from my standpoint in terms of idea generation. The second was that all those, in spite of the authoritarian environment, in fact they saw a authoritarian environment as a challenge. How can I get around this? How can I get this done? And I remembered a couple of women in this group who were really out spoken, they say, I am going to go and see Mel Perelman ???spelling???, he was then President of Lilly Research Laboratories and tell him, and she did. I mean, she often did that. Well, here's a Ph.D. with a couple of patterns in her name of a very apparent contributor. Like a lot of companies, they had rigorous reporting schemes and programs you are supposed to work on but to Mel Perelman ???spelling???, he made it possible for them to use 10% of the timeline on any thing they wanted to think about. Dream about this, dream about that, and I have to give Mel a lot of credit for his willingness to do that, because he was under a lot of pressure to produce results. You know new drugs in the pipeline and all those kind of stuff. So, those were important lessons for me and so I went back to the Endowment and we gradually put some of those things into place. Now, simple things I told you, about the parking place once before that, those are symbols of that sort of thing.

Scarpino: I am going to, in a minute ask you the last few of our standard leadership questions, but before I do that, I am going to provide an opportunity for the other people who are sitting in the room to ask questions if they want to. So, Gerry Bepko would you wish to ask anything? I think we can take a quick break (Laughter).

Total Duration: 42 Minutes