

Scarpino: Well for the record then, I would like to thank you very much for agreeing to participate in this interview, and others in the future. And I'd like to remind you that what we're doing here today is part of a larger Oral History Project on the subject of leadership undertaken by the Randall L. Tobias Center for Leadership Excellence. And the goal is to create a body of source material that will help a variety of scholars and students and other users of these oral histories better understand leadership. So as I said to you before, we turned the recorder on, I'd like to ask you for permission to record the interview, to transcribe the interview, and to place the recording and the transcription in the IUPUI Archives and Special Collections for the use of the patrons of that facility.

Mutz: You have my permission.

Scarpino: Well, thank you very much. I'm going to begin by asking you some very simple questions about your childhood and so on, and then we will work on through your career for as much time as we have today. And the first question that I have, because I want to get it in the record is, when and where were you born?

Mutz: I was born in Indianapolis, Indiana, in the Old Methodist Hospital right up (ph) the street, November 5th, 1935.

Scarpino: And what were your parent's names?

Mutz: My mother's name was Mary Helen Massie M-A-S-S-I-E, and my father's name was John Lougagry, L-O-U-G-A-G-R-Y, Mutz.

Scarpino: Did you have brothers and sisters?

Mutz: No.

Scarpino: So, you were an only child?

Mutz: I am an only child.

Scarpino: Okay. Where did you go to elementary school?

Mutz: Public school, 84.

Scarpino: And where was that located?

Mutz: 57th N. Central.

Scarpino: Now, I also understand that you attended Broad Ripple High School?

Mutz: That's right.

Scarpino: My son's also graduated from there. And I read the records that you played on the tennis team?

Mutz: Yes, that's true.

Scarpino: Where you any good?

Mutz: Well, I was the first man on the tennis team.

Scarpino: The first man?

Mutz: Yeah, and I was not a great tennis player, and when I went to Northwestern, I had no intention of even playing tennis for Northwestern. And my freshman year -- this was during the era in which college athletes, as freshman, could not participate in a varsity sport - that's changed now. And I won the Intramural Tennis Tournament at Northwestern, and I beat a scholarship recipient, who was a freshman.

Scarpino: Oh my!

Mutz: And so, the coach called me and asked if would come out for the tennis team, which I did. So, I played tennis for Northwestern too. I was number six man, that's as low as you get in the -- but anyway I played.

Scarpino: You beat one of the scholarship recipients.

Mutz: Yeah.

Scarpino: I also read in the record that you worked on the school paper at Broad Ripple, and that you ran successfully for Student Council President?

Mutz: Yes, I was the President of the Student Council for a couple of years; I was the Managing Editor of "The Riparian," and that's the Broad Ripple High School weekly newspaper. Yeah.

Scarpino: Did either working on the paper or running for school Student Council have an impact on your career as it developed later on? Did you get the bug for journalism and politics in high school?

Mutz: I don't think there's any question that my experience with the paper, and also the journalism courses, there's just a couple of them you took in high school, which required more of you as a writer than the typical high school writing work did. There was a -- the advisor to the newspaper was a woman named, Marie Griggs, G-R-I-G-G-S, and she had an enormous impact on me. First of all, she was a rigorous person in terms of the discipline that she employed in editing your work. And she along with a grade school teacher, who always said on my papers, Johnny, you can do better. Miss Cuffing (ph) was her name and she was at 'School 84', and paper after paper she would write, Johnny, you can do better. And I got a big kick out of this, because I talked to her -- she is still alive and lives in the Teachers Retirement, whatever the right name of it is, in Franklin, Indiana. She is well in her nineties, and I called her on her birthday, and I reminded her of that 'Johnny you can do better' line, and she said to me, 'Johnny, I think you've done okay.' (Laughter) That was one of those great moments, but yes, that certainly had an impact.

(00:05:01)

Scarpino: Do you think that, the degree to which elementary school and high school nurtured your writing ability is something that still happens today in schools -- public schools?

Mutz: I'm not a good enough judge of exactly what takes place there. I do know that the test results we see would indicate to you that we're not doing as good a job as we need to do in terms of teaching, writing. And of course the advent of the computer and all that sort of thing changes the whole process. When I was writing

this book, my co-author, Kathy Murray, who is my wife's nephew -- or niece, I should say -- I would write a chapter, she would send back comments on it, she would write some of the other chapters. And I kept saying to her, I said, Kathy these aren't sentences, there is no subject and verb, I mean they're not -- and she said, 'Oh, you don't worry about that anymore; that's not how we write anymore.' And if you do read 'Dummies Books,' you will see that there are a number of, what we used to call 'sentence fragments' in it. And common usage is changing, I understand that, but nevertheless, the discipline at that time period was a very important part of my life I think.

Scarpino: I should probably say for the record that we don't accept sentence fragments now, because, like (Laughter) -- just for posterity.

Mutz: Okay.

Scarpino: Would you describe yourself as a leader in high school?

Mutz: Yes, I think, I would have to say that in the area -- in the areas in which I was involved, I was a leader. One of the things that -- my family's background, and my father's influence and so forth is that, like thousands of Hooiser kids, I wanted to be a basketball player, you see. And I made the freshman team at Broad Ripple, but was cut my sophomore year, and you would have thought somebody had cut my left arm off when this happened, I was so pained about it and hurt, all the rest of it. And one of the things I do remember however was that my -- one of my teachers at 'School 84', Dorteia Galle ???spelling??? was her name - she is long since deceased. She said, 'Take up tennis' - she said this when we were in grade school, the seventh grade - she said, 'This is a sport you can play all your life, it will be a lasting kind of physical thing you can do.' And I guess that's kind of when I decided to concentrate on tennis after this happened.

Scarpino: Do you think you had qualities as a high school student that made you stand out as a leader?

Mutz: Well, the quality that I most exhibited early in high school was that of being a good student; and that cut both ways. On one side that does give you some profile for leadership, on the other hand, there is a certain kind of stigma about being, in today's terms, the nerd, or the bookworm, or whatever those kinds of things are. And so I felt both of those influences, but I think that had something to do with it, I mean when you recite in class, and you know the answers and other people don't, that makes a difference -- it's that kind of thing.

Scarpino: And I note that you met your wife at Broad Ripple?

Mutz: Yes.

Scarpino: Carolyn Hawthorne?

Mutz: We met in algebra class in our freshman year, and Carolyn was two and a half inches taller than I was at that point, and she had matured as a woman. And I remember asking one of the other girls well, how about this Carolyn Hawthorne? And the answer was, 'Well, she only dates older guys' - and she was dating a senior at Broad Ripple. And so, my chance didn't come till the next year. And he graduated obviously, and we were both initiated into the Honors Society as sophomores, and we walked home from the Honors Society, that's how we got on our first date - that's the true story, yeah.

Scarpino: And what year did you get married?

Mutz: We were married in 1957 -- I am sorry, 1958 -- graduated from college, First Degree in 57, Masters Degree in 58, we got married -- and we would have gotten married earlier, except that my parents said, we won't help you at all with your graduate education at Northwestern if you marry. That was a -- but the world's changed obviously, but that was what happened.

(00:10:14)

And so my wife to be taught in elementary school in suburban Chicago, lived in -- near Chicago area, near Evanston, and I was getting my Master's Degree there.

Scarpino: One more question about growing up in Indianapolis; as you look back on growing up in Indianapolis, particularly your high school years, were there any individuals who played important roles, and what later became your career trajectory - people who inspired you or influenced you?

Mutz: Well, I've mentioned the advisor to the high school newspaper, Marie Griggs, I have mentioned Miss Coughen ???spelling??? -- can't think of her first name right this minute -- her influence on my work in a certain way. Those are good examples of people that they really did make a difference. Obviously, my father played a major role in my growing up. I didn't know it at the time, but my mother was mentally ill a good deal of my childhood, and so my relationship with my mother is one that is a little difficult to characterize during this time period. She had severe cancer right after I was born; had a breast removed, and somehow or another, she felt that the birth of the child was related to her cancer, which is probably not a logical conclusion, but it had an impact on my relationship with my mother. So, that's one of those things that makes a difference. Later on, it had a lot to do with my work in the mental health field as a legislator, a public official -- still involved in some things there. But my father had an enormous impact on me during that time period.

Scarpino: Were there people who particularly had an influence in shaping your understanding or your practice of leadership?

Mutz: That's a good question. Well, I'll give you one. During -- between the junior year and my senior year at Broad Ripple, I was selected to go to what's called the 'Cherub Program' at Northwestern University. What this is, is a program in which the university invites to campus for - - I believe its six weeks now -- outstanding high school students, in part because they'd like to recruit them to the institution. And they do this in journalism, theatre, engineering -- can't remember, there's 4 or 5 of them.

But I went in the journalism program. Now, the deal is that you spend the morning taking college level courses -- writing courses, and other things in journalism. And in the afternoon, you have a chance to explore the greater Chicago area - they have facilitated discussions on current events. The year I went, the Republican National Convention was going on in Chicago, and I went down to the Convention, to the floor, actually met Dwight Eisenhower, you know . . .

Scarpino: . . . Oh my, the world has changed . . .

Mutz: Yeah, you couldn't do that today; you wouldn't get near a candidate, but in that case...

Scarpino: . . . You actually walked into the Republican National Convention as a high school student and met Dwight Eisenhower?

Mutz: . . . Yeah, well I didn't meet him at the convention, I met him at the Old Hilton Hotel - "The Stevens" it was called, but I stood in line; there was this big long line, waiting to shake his hand, so I just stood in line, walked in. The Journalism School at Northwestern arranged for us to get on the floor of the Convention - that was part of the deal. But here is the story I want to tell you; there was a guy who was one of our counselors, who had just graduated from the Medill School of Journalism at Northwestern, named Dick Stollui, S-T-O-L-L-U-I, I believe. Dick was later to become the editor of *Life*, *People* -- whole bunch of publications in that firm's collection. Anyway, Dick was leading a discussion; we were sitting on the beach of Lake Michigan middle of summer time, seven of us or five of us, I don't know, something like that, in a circle and we were talking about politics. And Dick asked the question, what do you think of politicians, or as politics as a career to pursue? And we talked around the circle, and most of the students said what I imagined they'd heard at home; politicians weren't very honest, they were kind of slippery and all that kind of stuff.

(00:15:20)

And so then, he said, 'Well, what kind of people ought to be in politics?' And the litany was Lincoln's and Washington's and Jefferson's and things like this and he said 'Well you know, one of the things you ought to do is read the history of these individuals' lives and you will find that they are human beings like all of you and that they were subject to political ambition, to drive, to seeking power, to compromise,' he said. 'That's one of the things that we tend to do is idealize these people and not realize that they were quite human,' and so we listened and so forth and this was before the day of really insightful histories of these people. We got a lot of good stuff now on Adams and Washington so forth in which we learned a lot of things about them and Lincoln too for that matter but anyway, then finally he said, 'Well, what kind of people ought to be in,' and so forth and he said, 'Well you guys are the cream of the crop, that's why your here at Northwestern. How about you, well don't you run for office?' and he finally said what any of you consider and I raised my hand and that I was the only one in the circle who did, nobody else seemed to be very excited about that at the time and I guess I have always known since then that I'd eventually get involved somewhere or another and I didn't have at that moment an ambition to be governor or legislature and all that but that is kind of one of those moments when you tilt the idea a little bit, you know.

Scarpino: Did attending the Republican National Convention influence you along those lines?

Mutz: Not so much accept in the sense that after it was over - Of course I told my mother about having met Dwight Eisenhower and she couldn't believe it it was one of those things, well then you don't remember that that election is the first election in which television commercials were used and Eisenhower's commercials were picked, were manned, it was Eisenhower at the desk like this and off camera they're asking questions and of course these were programmed questions and he'd say, 'I'm glad you asked all this kind of stuff' and then my mother said isn't it wonderful the way he answers those questions and of course I said, 'Mom, that's all programmed, they script that up before hand and so forth.' She goes 'No, no they don't, they don't'



So, yes, the meeting him, being at the convention, singing the hoopla et, cetera, followed by that kind of conversation; my mother and father were insistent about dinner.

I had to be at dinner every night at 6 o'clock or have one whale of a good excuse why I wasn't there. This was a command performance and this lasted until the end of high school basically and our dinner table conversations had to be some of the most illuminating and informative kind of discussions that took place in my life. My father was an avid reader. He had two or three books going all at the same time, all the time, that was his recreation among other things, he did other things but that was his recreation. My mother was an avid reader. They both devoured books and my mother was one of these members of the so called Womens' Book Clubs, you've heard of these and this is a case where one woman reads a book and reviews it for the rest of them, they discuss it and so forth. The influence of the two of them in that environment and we talked about current events, we talked about Freud, we talked about the Kinsey report when it came out I was working for the -- on the copy desk of the Indianapolis News, when the Kinsey report was first was released. And to tell you that was hot copy in those days, is an understatement because the teletype that run this stuff out hereby run over to read it, clip it off and so forth. It was a whole new awakening in a variety of areas and I remember my father talking about politics and little that I knew that I would be caught in one of these movements that you talked about, but he said one of the great things about the American political system is we have two parties and the American public seems to have this desire periodically to clean house and put the other party there, the so called 'time for a change argument.'

(00:20:18)

And he said I think that's one of the great things about our system and I bought it at the time he told me that, but little did I know I'd become the victim of that particular (laughter) approach when I ran for office. Now, I am not suggesting, I lost that election just because of that argument. There are a variety of things

that were involved and I was running against a very attractive candidate, but that is -- it's those kinds of discussions that took place. My dad was a businessman; CPA and how he went to Indiana University Business School, got a -- and then went to and he got an MBA at Harvard. So, I mean -- I am just giving you the feel for the environment there.

Scarpino: Did you have -- did you make friends during your high school years that stuck with you when you -- after you went to college and moved to Pittsburgh and came back to Indianapolis and began a career and life here.

Mutz: Clearly I did. That's right and some of those friendships endure to this very moment.

Scarpino: Any of them that become entangled with your rise to the ranks as a leader?

Mutz: Sure, well Frank Walker I put on that list, yeah. Frank Walker who is the -- now a \_\_ I guess board chairman of Walker Information here in town. Frank and I went to high school together. Frank even cheered my campaign for student council President or -- no, senior Vice-President that's it, and he later became the treasurer of my campaign committee when I ran for Attorney Governor and Governor. Yeah, we've known each other since we were very little kids. I remember watching his mother do some of the early research that she did on the dining room table of their apartment on Compton Avenue across from Broad Ripple High School, I used to go over there and eat lunch once in a while. Tommy Walker was there with her opinion studies at that point.

Scarpino: Can you tell us about these -- what were these opinion studies?

Mutz: Well, her -- I don't know what she was studying right then, I can't give you that, but her early work was in market research and she tested nipples for baby bottles, anything you can imagine in the consumer product field.

Scarpino: Okay. You've -- were there any events or experiences other than the Republican National Convention and

going to Northwestern, whether there any events or experiences that shaped your experience or your practice of leadership as you were growing up?

Mutz: Well, yeah I think so. Just let me give you an example. One of them was, my father came home one day when I was still in grade school and he was Vice-President of the Barbasol Shaving Cream Company which was headquartered here in Indianapolis at that time and Chief Financial Officer and he said, I had an unusual experience today, he said I spent a good part of the day reviewing United Way funding applications. I never even heard the United Way, didn't know what it was or anything and so he spent that dinner table describing what he'd done. Now, back in those days, Gerry, volunteers did a whole lot of sifting through fund-raising applications through the groups, I don't -- it's been long time ago. But at any rate, he described to me this and I said well, why' re you doing it? And he said, well we think it's good business to care about the community where we are doing business. And he said there are people in this community who need lots of help and he said, this is one of the things that you have to have to do that. Later on I never dreamed I'd end up some day being the Chair of the campaign as Jerry has been and so forth, but my dad's comment essentially was that there is a common good out here that has to be served at some point.

(00:25:03)

He never used that term that's a Bob Patten ???spelling?? term, but he never used that term. So, you asked, does that have an impact on leadership, I think it does because I think it broadens your perspective, I mean I really think that's important. Another thing that I've remembered about my dad during that time period was that he said son you want to go downtown with me today, I am going to go see -- and I can't think of the man's name; but he was an African-American maintenance man at the Barbasol Company. And his wife had died and I don't know, he had family crises of some kind and so my dad went down to offer him money and some help. And his -- my dad's comments was there is some people in the society that you just got to have to, -- if they come across your life, you have to stop and help them

sometimes. That was kind of his line and that's – I've never forgotten that I mean its one of those things you can't forget. He never gave me a lecture on the subject or anything like that. It was by example and when we get down to talking about the specifics of my leadership philosophy if you want to talk about that...

Scarpino: . . . I guess I certainly do . . .

Mutz: ... that's one of the things that I think is involved and that's modeling behavior, by what you do rather than by what you say and I – I know that's a trite statement but I think it's true.

Scarpino: How do you think that you've done that in your career modeling behavior by what you do?

Mutz: Well, well I'll take a very simple example. When I went to work for the Lilly Endowment and I told you earlier this was an authoritarian kind of situation. Well, among with the authoritarian perks was that there was a side parking place for every single person at Lilly Endowment and the chairman's little spot was the closest to the door, President the next closest and all those kind of stuff. And when we decided to re-do the parking lot, I said this doesn't make any sense to me. I think it's first come; first served whoever gets here first can park closer to the door as far as I am concerned and I gave up my parking space. Now, that's a very small little thought, but this sends a message. A different kind of message. I mean I guess that's the kind of thing I am talking about. Another one was (laughter) I was at the Lilly Endowment and we had installed our Intranet --I guess you'd call it and this is several levels of sophistication lower than where the world is today with PC's and everything. But anyway, one of the things that happened was, one of my Ph.D.'s, and I've lot of Ph.D.'s that work there; came in one day and she was a person who never hesitated to tell what she thought about almost everything and she walked in and she says, 'John, I've had enough.' She said, 'If you don't answer your emails, nobody else in this place is going to' And that was the point. I started religiously every morning that was the first thing I did when I got there, was to answer the emails from the rest of the staff. Even it was just I will talk to you

about this later, whatever it was, we had to get back to them. Clearly the staff was never going to use those -- that system, unless I used it. That's the common thing I am talking about; there are small little items often, you know.

Scarpino: I wrote down a phrase that you used a minute ago and I think this relates to philosophy of leadership, so I think I will just follow up and ask you about it now, you mentioned you were paraphrasing something your father said. You said common good has to be served. How do you figure out what the common good is?

Mutz: Well that is a -- that's a tough question. Most of our society's views of the common good I think came originally from the religious background that is part of our society. And there is not a single major religion that doesn't include in it the idea of charity. Helping the poor and all that sort of thing. So, you can take your admonitions conceivably from that start.

(00:30:01)

Now, one of the problems you get into here is, in America like everything else we've done in our society we've elevated philanthropy to a almost a science or at least an art form. And what we have done of course is, we now engage in what some people call 'scientific philanthropy' where it's all done on the basis of research and then we come back and it try out and test it and all that sort of thing. We also are in a situation now -- it seems to me in that field in which the question that 'do no harm' certainly has to be on your agenda because you can be so aggressively interested in changing the world that you do something that inadvertently has a number of side-effects that are maybe worse than what you wanted to solve at the first place. So, I have a lot of difficulty answering your question directly. How do you know? Your conscious tells you, your religious background tells you, and those are things that are involved in that.

Scarpino: No, I think that is one of the issues that public servants and philanthropists wrestle with this, what is the common good. You mentioned religious

background, has your religious background had an influence on who you become as a leader?

Mutz: (Laughter) Well, see that's going to be an interesting story because I was not brought up in a religious home. My parents didn't go to church. They took me to Sunday school when I was very young and I didn't like it and so they didn't insist that I go back. I was not baptized until I was 35 years old. But the philosophy that we are talking about here was clearly apparent in the actions and in the things that my mother and father talked about. So, you asked did religion play a role in the early part of my life? No, at least organized religion. Did it after my mid 30s? Yes, there's no question about that it did. Now I'm not a born again Christian in the sense of our religious right but when I was in politics I had all people ask me if I was and that's a tough question to answer in that environment but I guess I'd have to say to you that my involvement in church experiment here in Indianapolis called the Church of the Savior which is patterned after the Church of the Savior in Washington D.C. did have an enormous impact on this sort of thing. And this was a church that required for membership to take a course, a ten-week course in practical Christianity. That was the way it was described. And this was a series of case studies for example; one case study was the church treasurer is caught stealing money, what is the obligation of the church in this respect? You turned him in to the authorities, prosecute him, you forgive him. I mean that was the discussion that we have. We read several books of the New Testament and one book of the Old Testament in this course as well, that probably started me off on a new course in terms of my religious background. Like a lot of college kids we talked a lot about philosophy and religion at Northwestern did not regularly attend Church in Northwestern. So, I have to be one of those people that came out of an un-church background.

Scarpino: The Church of the Savior was -- you attended while you were at Northwestern?

Mutz: No, that's here in Indianapolis after I got married. It's a Methodist Church -- thank you, that's great.

Scarpino: I'm going to ask you one more question and then I'll give Gerald Bepko and John Beeler a chance to ask and then maybe we'll hit the pause button give you a chance take a drink and catch your breath.

Mutz: Okay.

Scarpino: I can't resist asking you -- occurs to me if I can add correctly that you were a teenager during some of the hottest years of the cold war. Did that national, international context have any influence on who you became as a leader or politician or?

(00:35:09)

Mutz: Our discussions around the dinner table were largely about the question or not of whether or not -- having two major powers in the world, was a deterrent to war? This was the kind of debate that my father would arrange. And they added to it being that -- you remember the nuclear build up. It was built on the premise I think that the U.S.'s argument for that was, 'As long as we're strong and they're strong, we are not going to be so stupid as to launch a nuclear warhead or an atomic warhead.' And so we did have what I would describe as a dinner table conversation about that. Now when I was a very young child, one of my distant cousins was a World War II hero. He was a fighter pilot, shot down a whole bunch of enemy planes. He was shot down once himself and I remember that those Indianapolis papers had stories about him; he was a hero in every sense of the word at least as we defined it in those days and we talked about him. But you see I'm one of those people who even though we had a major conflict in the Second World War and those military engagements that followed, seldom -- I never had a direct contact with somebody who was physically killed or badly maimed in those situations. My father was 4F and didn't go to the Armed Forces and I didn't serve with the Armed Forces either, so there was a little distant from my early childhood and high-school years.

Scarpino: Gerry you want to ask anything?

Bepko: No I think we've covered it.



Scarpino: John?

Beeler: I have one question. It seems like the early inception of your leadership style is closely tied to morality or maybe a better word would be 'ethics'. Like when thinking about experiences that shaped your leadership, they're largely ethical with your father or at least they seem to be. So, maybe this is too forward looking but how has that early ethical aspect of leadership affected your leadership in business? How does that translate over to business which in many ways is when you just kind of think about it, which is cold hard money; it's not inherently ethical as we understand it or perhaps you would think differently than it actually is. (laughter) And that will be...

Mutz: . . . Well, he had to start with two premises when we think about that. One is, at least to date, my view of the world is that capitalism is the best way to distribute resources within our society, subject to the interaction of government on behalf and the non-profit sector, on behalf of the very needy and those of the bottom of the pyramid, so to speak. So, you have to I think first of all premise your views of some of these things on whether or not you really believe capitalism is the best way to allocate resources. And then I think from that, then you have to say, if that's true then how do you manage a capitalistic enterprise in a way that meets of these goals? One, the maximization of profit and second, your community responsibilities. I don't think you can leave the second one out and so that's where I come from on that.

(00.39.56)

Beeler: Does it work well, does it fit when you are operating ethically through business as opposed to, I suppose, I guess what I am trying to get at is, that it seems like you've spent much of your life in civic or non-profit work and so when you come into business did you find that there are obstacles or did you find that it's easier or not at all no change at all to be ethical or to lead ethically?



Mutz: I think the temptations are present in all three of these in diverse, philanthropy for profit business and government, I mean the temptations to the wrong thing are always present.

Beeler: And this is just as easy in each sector to help people?

Mutz: Yes, I think it is, I would agree with that.

Scarpino: Do you think that you have been successful as a businessman in both maximizing profit and exercising community responsibility as a leader?

Mutz: Well yes that's a judgment other people probably ought to make, but yes, I think I think it's been successful.

Scarpino: Can you give an example?

Bepko: Maybe there is another question and it would be interesting to hear you reactions looking at the different sectors that you have been in and then taking this spectrum of ideas with the most noble purposes on the one hand then a more self-serving or venal purposes in the other, which can exist in non-profit or government or . . .

Mutz: . . . All three of them . . .

Speaker: . . . In the case of a business person, someone could say my desire in life is to create the best kind of service to my community and incidentally I will be awarded for it over to on the other hand anyway I can make money out of this at all, I'll do it. It is my goal to satisfy, it's my goal to maximize my return, how would you place the people you have met in these three sectors along those spectrums from self interests, be it self interest over the public service. Is there a difference between business and government?

Mutz: Well, of course there's a difference between all three of these, but the human personalities in the three all have the same frailties and also have some for the visionary ideas about what the ideal out of it, you find them in all three sectors, I, you know I often get asked the question, how about these three sectors because you have a leadership position all three of, and this is

maybe a little aside from the point, but I found politics to be the most challenging of the three, it required more of my heart and soul, its almost a sixteen an hour a day kind of endeavor, I found the Endowment to be the most intellectually stimulating place I had ever been and I can give you all kind of examples of that, the profit sector I found to be the one with the most difficult management challenges. And of course it depends on which business experience you talk about saying I had some business experience early in my life when I left Alcoa and came back to Indianapolis, and I had a home building business and I was involved with an equipment leasing company and so forth, those were very challenging kinds of situations for me in case of home building there is a survival, I lost a lot of money, and it's a kind of an amazing story there I -- we lost a lot of money in a two-year period time and so we got out of that business and the financial backers who could help me stayed with me for a little period of time and I bought a fast food franchisee, Burger Chef, and I mean its a long story but the point I make is we earned all the money back in the fast food business in about a year-and-a-half that we lost in two-and-a-half years in the home building business, and we had a loss carry forward. In those days in the business world if you had a loss in a corporation it stayed with the corporate shell, in other words you can put in a new business venture in it and still get the benefit of the shelter so you had sheltered that new income without paying taxes on it.

(00:45:11)

Today you can't do that, it has to be the same or a similar business it's a difficult law, but anyway back then, it worked very nicely for me and so you know, I'm mentioning these as the challenges here on the ethical questions and as I said I found the lack of ethics or the existence of people with a very strong commitment to doing the right thing in all three of these situations, I mean I didn't find any, I mean the human beings just seems to be are always present there, does that answer this?

Bepko:

That's what I was thinking of is that if you look at the spectrum from nobility to venality you'll find people in

each of these sectors that are somewhere in that spectrum and you say they are spread about the same way?

Mutz: Yeah, I think they are spread about the same way.

Scarpino: Why did you find politics to be the most challenging of the three endeavors that you have been involved in?

Mutz: Well I don't know exactly, its just the way I practiced it I suppose, but in part, well I'll have to take you back to a little history here. When I was in grade school I had a substantial speech impediment, you may even notice it today, but I am a stutterer and I stuttered so much when I was like in the third and fourth grade, that it was an effort for me to recite in class, it was really tough, and it was even hard to go to a movie theater and ask for a ticket, talking on the phone was difficult, that sort of thing. They brought a speech therapist and back in those days to work with me and so forth and when I first ran for the legislature in 1964, anybody who heard me speak would tell you that I was a mess, my wife would tell you that, if you were to interview her, she said I don't see why you were willing to do this in front of people and allow people to laugh at you so forth which happened sometimes. I guess I must have been pretty highly motivated to do this you know, but what happened over the years was that either through work or just experimentation, I managed to control and deal with it and there is a breathing technique that I still use that now I hear experts talk about is one of the ways that you deal with stuttering but I mean I remember my grade school situation, it was pretty painful from time to time because of this and my wife of course thinks I am nuts to be a politician generally, I mean that has never been her preference for a career even though her mother was one of the first women to serve in the legislature, Marion County recorder and bunch of stuff like that but the other thing about this is the schedule that you lead, you're kind of always on, if you want to call it that and I also found it a real challenge to master the details of the issues that were involved but that's the part I like the most, I am a wonk at heart you know rather than a -- you know I always ask and I look at politicians and I ask myself what kind of guy is this, what kind of women is this.

What turns them on in this process? Now Bill Hudnut for example, Bill loved the crowd, he loved shaking hands, he loved kidding people, he loved hugging people I mean that was all part of his life, he loved it, Dick Lugar on the other hand detests that part of politics. Taking Dick to a cocktail party is something he just doesn't like doing but he knows you got to do that if you're going to get elected so he's taught himself how to deal with it; endure it is the right word and people might think I always tell about Dick Lugar was that, you know what the Indiana Society of Chicago is, you guys know what that is?

Scarpino: I've heard of it.

(00:49:56)

Mutz: Okay, well this is huge party held in Chicago, started years ago by a bunch of Hoosiers who were well known and quite learned and important people in the past, and it's just a huge party; goes on for three days essentially, Friday night to Sunday and Dick Lugar went once I was with him in fact we were roommates, Keith Bulen took us, and Dick never said this but he never went back again. Now for some politicians, they'd say you've got to go, this is a place where every politician in Indiana goes, Dick, conveniently arranged this 'Run for the Cure' or whatever it is he has out of Butler University on that same week end, and so he's got a good excuse why he's never there. So I'm just contrasting how people practice politics, people are brought to it for different reasons, and I guess in my case it was understanding the policy issue, figuring out solutions, convincing other people that there's a way to do this, et cetera, that's what it was fun for me and absorbing for me and so you know I re-wrote the school formula in Indiana twice when I was in the legislature and the school formula is one of those arcane things that Roger Brannigan used to say. I think there are five people in Indiana understand it now so it's time to change it again. Because Roger was the Governor of Indiana when I was first in the legislature so you know it's a different kind of a thing and I find that to be the most absorbing kind of thing, so I don't have a really good answer to your question but...

[Recording stopped]

Scarpino: What I would like to do is, I going to ask you a little about Northwestern and then I think that we mentioned it to you when we had lunch with you that we have some common questions on leadership and I am going solve several of those in, and I think at that point what I am going to do is having to appoint where you were moving back to Indianapolis and that will give John and I a chance to digest what you told us at the beginning, so...

Scarpino: We just recorded everything I told him, oh my! There are no secrets, okay. You earned a Bachelors and Masters degree from Northwestern University in 1957 and 1958 respectively and the first question that I was going to ask you is why Northwestern but I think you've kind of answered that.

Mutz: I did, I think the Cherub experience sold me on Northwestern, you know I came from a family in which both my mother and father went to Indiana and during my young years, there were many weekends we'd spend on the campus, we went to football games and you know there was no doubt that John Mutz was going to go to college, that there was an understanding; my parents never said you have to go, you have to have good grades all those kind of things but by their example, well, I remember my mother so often talking about how lucky she was to have gotten to college. She was from a farm family living south of Columbus, Indiana first in her family ever to attend college; in fact her mother never went to high school either nor did her father.

Scarpino: And she was an IU graduate?

Mutz: No she didn't graduate she was there for I think for three years; at that time in history you could get a teacher's license with out the full degree by taking a qualifying test that's what she did, and then she taught school but anyway the point I am getting at is that college educations were a cherished commodity in our household.

Scarpino: What was your undergraduate major?

Mutz: Well in the school of Journalism at Northwestern, you have fields of concentration and mine were psychology and political science, so I have kind of like a major in those two fields but they're within the schools and school term.

Scarpino: What was the focus of your Master's degree?

Mutz: Well the Master's degree is a program that no one could offer at Northwestern, I am an MS, not a MBA but it was taught in connection with the business school at Northwestern, so I have what approximates an MBA in those days and I was trained technically to be a publisher of a newspaper. I know that sounds wild and certainly highly specialized; obviously I never did that but it included case studies of newspapers in which you actually went and spent three or four weeks, you know newspaper and spent time with management and learned each of the pieces of the business, the advertising, the editorial clause and all that kind of thing. It was in the advertising sequence at Northwestern but the program I was involved in actually would train you to be a publisher of a newspaper.

(00:55.15)

Scarpino: Well it certainly appears that you drew on some of that learning later on.

Mutz: Yeah I did, I'd often said if I had to do it over again I would have done something differently I'd never ever credited my undergraduate years at Northwestern; they were absolutely the most eye-opening, mind-bending years of my life. I think, I mean I was a green kind from Indianapolis and I was exposed to things I didn't know existed and ideals that I didn't know existed, it was just remarkably exciting. My Master's degree year however was kind of like more or the same and I, if I had to again I would have gone to law school, I think, but I didn't think in those terms at that point you know.

Scarpino: Could you talk a little bit more about why you found your undergraduate experience in Northwestern eye-opening and mind-bending?

Mutz: Sure, well to start with, this is a liberal campus, and the number one rule at Northwestern in those days and still might be true today, and that is; we don't care whether you go class we don't care whether you ever go to the library, this is all up to you, the resources are here. Now you can spend your time going to the local bar or the coffee shop or whatever it is and all those kind of things but the resources are remarkable that are there; great library, extremely good professors in most of the areas, and so I guess the mind-bending part of the thing was you know, finding did I have the discipline within myself first of all to do that and I found that I did. That is a -- you know, at Broad Ripple High School you are kind of led around you know it's that kind of a situation, and suddenly you are on you own and that was an eye opening experience. Secondly my experience with individuals from other religions and races was dramatically changed in Northwestern. I mean it's the first time I had ever really had a conversation with an African-American about anything of substance. Remember one of my classmates named Troy Dester who is now a professor at University of California I think, he's the first black American that I really talked to in any depth about relationships among the races and how he felt about his own role and that sort of thing. First time I ever really talked to a Jewish woman seriously, there was a young Jewish woman who I had several dates with and I found her to be extremely attractive and we had obviously some interest in each other, and she finally said one day you know this can't be, she said my parents could never accept you. That was a -- I had never experienced those sorts of situations before, it's the first time in my life that I had ever really understood symphonies, there was a professor on campus who on Saturdays took a bunch of us down to the Chicago symphonies, back in those days you could buy a symphony ticket for 50 cents and you had to sit in the very, very top balcony but made no difference, the music was as good there as it was anywhere else and then on the way home, he would describe to us what we had just heard. He was a student of most of



these composers and he'd talked about soloists and why they were good and why they weren't, I mean again you know that's one of those -- its informal education and its not in any class but it was something very, very special. And then, I was involved in student government at Northwestern and I was for the first time, really forced to think through an issue, provide an argument for it and in many cases in opposition to someone else in the situation.

(00:59:55)

One of the examples of that was a big discussion on Northwestern campus, this was before the era of the student revolution, I was that quiet generation; just the tail-end of the quiet generation and for example I mean a big deal in Northwestern those days was a panty raid and we had panty raids; in fact our panty raids were so significant, they made *Time Magazine* and *Life Magazine* and so forth, that's hardly a student revolt of any magnitude but particularly when the women came out and threw them out to the people participating, anyway that's besides the point; the big discussion on campus at that point was the existence of discriminatory institutions on campus fraternities and sororities and the argument was that Northwestern should outlaw any organization on campus that discriminates on that basis.

Scarpino: You think it was on the basis of race or religion?

Mutz: Race or religion, yeah I mean its okay to discriminate on the basis on accomplishment that was another issue too but we talked about that and, so the student government at Northwestern of which I was an elective representative, during all my time in office and I mean all time in school, I lost the election for student body president at Northwestern but I was involved in student government all the time I was there. There was this debate going on about you know, SGB the Student Government Board adopt a resolution that asked the administration to outlaw discriminatory organizations, so we suddenly got into the debate about this question and I was a Beta at Northwestern, Beta Theta Pi, and Beta Theta Pi at that time had a discriminatory clause in its national constitution and one of the arguments



that the Beta's made on this subject was that while it wouldn't be a big problem in Northwestern to have people with different backgrounds, the Southern chapter were absolutely unable to recruit new pledgers and all the rest of it you know. So and of course there was a kind of argument and that was well if you eliminate the campus organizations that discriminate then you eliminate that voice at the national level for change, so I made a pledge that I wouldn't go to the Beta convention in Miami, at Miami University in Ohio, where it happened to be held and argue for the elimination of our discriminatory clause, well I wasn't listened to any great extent that this was not a popular idea at that moment but you know these are eye opening time when you have been as cloistered as I was as a kid and the only black people I had know really were the maintenance man at Barbasol company I mentioned and the cleaning lady who came and cleaned our house once a week you know, so its one of those kind of eye opening things. The other eye openers had to do with the professors themselves, I mean these men and women were really stimulating people, and they forced you to debate things and question and so forth, but those were just samples I'd given you there I can think of some others I think.

Scarpino: I think that we probably are going to need to let you go to your lunch . . .

Mutz: . . . Ok . . .

Scarpino: . . . what I would like to do next time is to pick up with some of those questions that we gave ahead of time; general questions on leadership, what do you read, what do you think a leader reads, so on probably the first four five and then we are going to pretty quickly get to your business experience in Indianapolis and your electoral career here in Indianapolis, so thank you very, very much for sitting with us, and...

Mutz: Well this is fun, I've enjoyed it, let me ask you, I have two quick question...

Total Duration: 64 Minutes.