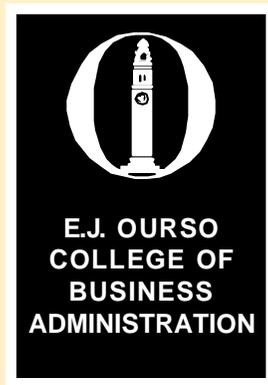


# HALL OF DISTINCTION 1997



LOUISIANA STATE UNIVERSITY



## PROGRAM

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### *Welcome and Introductions*

Dean Thomas D. Clark, Jr.  
E.J. Ourso College of Business Administration

### *LSU Alma Mater*

### *Invocation*

### *Remarks*

### *Dinner*

### *Induction Ceremonies*

*E. J. Ourso College of Business Administration*  
*1997 Hall of Distinction*

### *Junior Member*

William W. Rucks, IV

### *Senior Members*

Aaron Beam, Jr.

J. Terrell Brown

Robert F. Kelley

### *The Academy*

Dr. Bernard F. Sliger

### *Closing Remarks*



*JUNIOR MEMBER*

## **WILLIAM W. RUCKS, IV**

William W. Rucks, IV, a private investor and venture capital lender with offices located in Lafayette and Dallas, is a native of Lafayette. He served as vice chairman and president of Flores and Rucks, Inc., a company that he co-founded in 1985. Flores and Rucks, Inc., is a publicly traded oil and gas concern that grew from a two-man partnership in 1985 to a 290-employee company worth \$1.25 billion in market capitalization in 1996. Rucks recently retired from Flores and Rucks, Inc., but continues to serve on the company's Board of Directors, and is one of the company's largest shareholders.

Rucks graduated from LSU in 1979 with a B.S. degree in business administration. After graduating, he began his career as a petroleum landman with Union Oil Company of California. In 1985, he joined forces with his former childhood friend, James C. Flores, to form the land management business that would eventually become Flores and Rucks, Inc. At the end of 1994, Flores and Rucks, Inc., went public on the NASDAQ stock exchange and, in 1996, the company moved to the New York Stock Exchange.

In December of 1996, Rucks and his wife Catherine pledged to donate \$2.06 million to LSU's E. J. Ourso College of Business Administration. When combined with matching funds from the Louisiana Educational Quality Support Fund, the total endowment of the Rucks' donation was \$3.1 million. In their honor, the LSU Board of Supervisors voted to name LSU's Department of Management the William W. and Catherine M. Rucks Department of Management. Thanking LSU for this honor, Rucks told the board, "This is an opportunity for us to return thanks to LSU and to improve education for students who will come behind us."

Additionally, Rucks is an active participant in many professional and civic associations and organizations. He is a member of the President's Association and the Independent Petroleum Association of America. He is also involved with the Louisiana Independent Oil and Gas Association, the Lafayette Association of Petroleum Landmen, and the American Association of Petroleum Landmen. Rucks presently serves on the Board of Directors of the First National Bank of Lafayette and the United Way of Acadiana. He also serves on the College of Business Administration Executive Advisory Council for the University of Southwestern Louisiana. He is former president of the Petroleum Club and former director of the Boys and Girls Club of Acadiana. Rucks is also a member of Asbury United Methodist Church, where has served on both the administrative board and the finance committee.

Rucks is married to the former Catherine Ann May, who also attended LSU, and the two are parents of William W. Rucks, V, and Lane A. Rucks.

## WILLIAM W. RUCKS, IV • REFLECTIONS

Try as I may, I simply cannot recall ever giving serious consideration to attending a university other than Louisiana State University. To me, thoughts of LSU were as infectious as a bad virus: persistent to the bone.

My high school years were a blur. I focused like a laser on pursuing the college experience as an "LSU Man." Finally, as if by magic, I was on my way to Baton Rouge in search of all the wonderful things that college could offer. Now, if only someone would have warned me about scheduling 7:30 a.m. classes my first semester! Between the early morning classes and an extremely active social life, the postman arrived with less than great news at the end of my first semester. My second semester grades improved, but were still nothing to brag about. No worries. Dad had a plan.

My father arranged a summer job for me working with a surveying crew based in New Iberia, Louisiana. This initially sounded pretty good. I mean, holding an orange stake, getting a summer tan, how bad could it be, right? It could be bad. I woke up every morning that summer at 4:30 a.m., drove 25 miles to New Iberia, then another 35 miles to Morgan City, followed by a 40-minute boat ride to a place located in the bowels of the Atchafalaya Swamp known as Bayou Salé (a.k.a., "Hell on Earth"). My job as a "chain man" (not to be confused with "chain gang," but the differences are subtle) entailed cutting a path through the thickest swamp known to man with a "brush hook" (a machete blade attached to an ax handle) while walking, and sometimes crawling, through muck all the way up to my waist. In my wildest dreams, I could never have imagined that so many snakes, spiders, mosquitoes, wasps, and hornets could exist in one place. I was so stunned that I forgot to complain about doing this for minimum wage!

At the end of that summer, my father explained to me that if my grades didn't drastically improve, I could expect to spend my foreseeable future "cutting line" in Bayou Salé. I'm happy to report that I made my first 4.0 grade-point average that next semester, and the positive college experience was reborn!

I learned many things during my four years at LSU that would serve to shape my future in the world of business. Certainly, the academic portion of my education played, and continues to play, an integral role in my approach to business. But many of the most important lessons I learned at LSU did not come from books. These lessons were learned by paying close attention to my surroundings and constantly surveying what it is that makes people do the things they do. I use these important findings every day. I learned about relationships and people's needs, and I figured out what motivates and what defeats the human spirit. When applied to business, whether it be for managing employees or negotiating an important deal, I find the value of these lessons to be priceless.

Upon graduating from LSU in 1979, I was hired by Union Oil Company of California as a petroleum landman in its Southwest Louisiana District located in Lafayette. As a landman, one of my main responsibilities was to purchase oil and gas leases from landowners so that the company would have legal rights to drill a well. What a great venue for me to test the academic and people skills that I learned at LSU! It was really quite an experience.

By the end of 1984, I felt that I had acquired the tools necessary to become an independent oil man. I had survived the initial crash of the oil industry and was hungry to take advantage of the many good business opportunities that I knew existed during depressed business cycles (Economics class: LSU). I appealed to my childhood friend, Jim Flores (LSU College of Business Administration, 1982; inductee of the E. J. Ourso College of Business Administration Hall of Distinction, 1996) to join me in this quest, and was thrilled when he agreed. And so it was that Flores & Rucks, Inc. (NYSE: FNR) was created. I recall that we both sensed that we were on the verge of making an impact in the business world, but I'm not sure that either one of us was convinced that it would happen at the pace that it did. One of the most thrilling things about building a company during difficult times is that there is no "playbook." We made hundreds of difficult decisions based on instinct and supported by the business fundamentals that we learned at LSU. Had any number of these decisions been wrong, the future of Flores & Rucks, Inc., could have taken a very different path.

In September of 1996, I elected to retire from Flores & Rucks, Inc., and re-enter the world of private business, this time in venture capital investments. In the venture capital business, it is essential to have the skills to financially evaluate a prospective company or potential opportunity. I find that every day, I use one or more of the evaluation skills I learned at LSU.

I met my wife Cathy while we were both attending LSU (another thing I owe to the University), and we now have two children, Will, 12, and Lane, 9. I hope that one day they will enjoy attending LSU as much as we did.

I am greatly honored to become a member of the E. J. Ourso College of Business Administration Hall of Distinction. To be recognized by such an outstanding university for my accomplishments in business is more than I could have ever hoped for or dreamed of.



SENIOR MEMBER

## AARON BEAM, JR.

In 1984, Aaron Beam, Jr., became one of five investors who founded HEALTHSOUTH Corporation, now the nation's largest provider of outpatient and rehabilitative healthcare services. Today, Beam is executive vice president and chief financial officer of the Alabama-based HEALTHSOUTH, as well as a member of the company's Board of Directors. A native of Shreveport, Louisiana, Beam graduated from LSU with a B.S. in economics in 1967 and later became a certified public accountant.

HEALTHSOUTH Corporation, an investor-owned corporation whose common stock is listed on the New York Stock Exchange under the symbol HRC, is the nation's first truly national healthcare provider, with more than 1,000 facilities in all 50 states and more than 36,000 medical and professional employees. HEALTHSOUTH currently provides sports medicine coverage for hundreds of high school and college teams, 40 professional teams, the NCAA Southeastern Conference, Ladies Professional Golf Association, and USA Hockey. Beam is responsible for overseeing HEALTHSOUTH's accounting, as well as the corporation's financial reporting.

Prior to founding HEALTHSOUTH, Beam was employed as controller for the shared services division of Lifemark Corporation. Earlier in his career, he served as controller for two private corporations, Control Automation Technology Company and Johnson Cover Company, both located in Houston, Texas.

In addition to his extraordinary career with HEALTHSOUTH, Beam is very active in professional and civic organizations in the Birmingham area. He serves on the Board of Directors of Ramsay Health Care, Ramsay Managed Care, and the Leukemia Society. Beam and his wife Phyllis have maintained strong ties to LSU as active members of the Birmingham Chapter of the LSU Alumni Association. Over the years, the Beams have hosted numerous alumni events, such as the Annual Kick-Off Party and the Annual Crawfish Boil at their Birmingham home. The Beams also sponsor an office in the Lod Cook Alumni Center, and their names are displayed on the Lod Cook Alumni Center Wall of Honor. In 1995, Beam, who serves as a member of the LSU Foundation, was recognized as a Star Benefactor for lifetime support (\$175,000 or more) by the LSU Alumni Association. In 1996, Beam was honored as a charter recipient of the LSU Alumni Association's Purple and Gold Award.

Beam is married to the former Phyllis Gauthreaux, and they have one daughter, Jennifer. In his spare time, Beam enjoys running, listening to music, and traveling. Additionally, Beam and his wife are owners of Dance and Fitness, a retail store that specializes in aerobic and dance wear, with locations in Birmingham and Tuscaloosa. Beam also owns and operates several other private businesses.

## AARON BEAM • REFLECTIONS

My first day on the LSU campus as a student was a day I will never forget. I was born and spent my childhood in the Shreveport/Bossier City area. I had never been south of Alexandria before I entered LSU. As I moved into Graham Hall, I discovered that my roommate was from New Orleans and the student next door was from Breaux Bridge. My roommate talked “funny,” and I certainly had a hard time understanding the heavy New Orleans and Cajun accents. I almost thought I had enrolled in a college in a foreign country. However, I very quickly learned to love the people from this southern part of my state. In fact, my wife, Phyllis, and I plan to move back to Louisiana and settle south of Alexandria someday.

I believe I was a student at LSU during a very interesting era. I enrolled in the fall of 1961. Men had crew cuts and wore coats and ties to football games. In this period, there was no Free Speech Alley, students were not protesting, and the social changes that swamped the entire country had not begun. I experienced one of the greatest times in the history of the U.S. The first time I heard the music of Bob Dylan and the Beatles was on the LSU campus. I also remember in great detail the campus literally coming to a shocked standstill as President Kennedy’s assassination was announced to the world. These experiences and the LSU academics helped me learn many valuable lessons during a time of unbelievable change.

Like most students, I had a very hard time believing the classes I attended would ever be used in the “real world.” I can remember one night, a good friend and I were studying for an intermediate accounting exam. When we took a break, we discussed how unlikely it would be that we would ever have to compute fully diluted earnings per share for a publicly held company. Ironically, in 1989, I had to actually compute HEALTHSOUTH’s earnings per share.

Throughout my career, I have been fortunate to have worked with several exceptional LSU alumni. My first job after graduation and the Navy was with an engineering company started by my uncle, John Engel, and Gordon A. Cain. It offered me an opportunity to learn accounting with hands-on experience, which has enabled me to succeed at HEALTHSOUTH. Years later, another LSU graduate crossed my path when Dr. Jim Andrews became associated with HEALTHSOUTH. His expertise has had an immeasurable impact on the success of HEALTHSOUTH. It has been a rewarding experience for me to see these LSU graduates excel and be committed to their university.

Sports at LSU have always been very important to me. While I was a student, football and basketball were never better. Football games had excitement and strong student support around campus. We had spontaneous pep rallies all week long before game days. I also attended Pete Maravich’s first game, and after it, I never missed a home basketball game while I was a student.

In conclusion, I must say I owe a great deal to LSU for my business and personal success. I look forward to being even more involved with LSU in the coming years so that I can show my appreciation to a great school.



SENIOR MEMBER

## J. TERRELL BROWN

J. Terrell Brown, the chairman of the board and chief executive officer of United Companies Financial Corporation, served in the U.S. Navy from 1961 to 1962 before receiving a B.A. in finance and insurance from LSU in 1964.

Shortly after graduating in 1964, Brown joined United Companies, which today is a \$2.4 billion diversified financial services group of companies active nationwide in the mortgage/consumer lending and insurance business. The company, founded in Baton Rouge in 1946, is now one of the largest publicly traded corporations headquartered in Louisiana.

Brown served United Companies in a variety of operating and management positions prior to being elected president of the corporation in 1979. In 1985, he was elected chief executive officer and, in 1995, he was named chairman of the board. He is only the third person in the half-century history of United Companies to hold this title.

Brown also serves as a member of the executive committee and executive management committee of United Companies' Board. In addition, he serves as chairman of the board and chief executive officer of Unico Mortgage, Inc., Ginger Mae, Inc., Southern Mortgage Acquisition Corporation, United Companies Life Insurance Company, United Companies Realty and Development, Inc., United Communications Corporation of Louisiana, Inc., United Plan Insurance Agency Inc., and UCFC Acceptance Corporation, all subsidiaries of United Companies.

Brown was recently elected to the board of directors of Sizelar Properties, Inc., and also serves on the board of directors of Hibernia National Bank and Hibernia Corporation. He is a member of the advisory board of Heartland Capital Partners, Limited, and is a former director of Piccadilly Corporation and a past member of the Southwest Regional Board of the Federal National Mortgage Bankers Association (Fannie Mae). He is also an active member of a variety of state, regional, and national trade organizations, including the Mortgage Bankers Association of America.

Brown also serves as chairman of the board of the Baton Rouge Credit Bureau, as well as Director of Appro Systems, a division of the Credit Bureau. He is chairman of the board of the Baton Rouge Foundation, an affiliate of the National Council on Foundations, and he serves on the board of directors of the Council for a Better Louisiana (CABL), and the Greater Baton Rouge Chamber of Commerce. He is a founding member of Baton Rouge Green.

Brown has ties to LSU that go back to his days as a student at University High School, LSU's laboratory school, from which he graduated in 1958. Brown has maintained his involvement with LSU by actively participating in alumni foundations and associations. He is on the board of the LSU Foundation and chairman of the board at Pennington Biomedical Research Institute. He also serves as president of the E. J. Ourso College of Business Administration Partnership for Excellence Board and is a member of the Educational Endowment

Fund. Brown's strong belief in education has also led to leadership at other universities and institutes, as he was instrumental in establishing the first endowed chair at Southern University, as well as the first endowed director's chair at Pennington.

Brown is married to the former Mary Kay Collette, who was the first female to graduate in finance and insurance at LSU. The Browns have three children, John Terrell Brown, Anne Collette Brown Bruce, and Lloyd Andrew Brown.

## *J. TERRELL BROWN • REFLECTIONS*

Louisiana State University has been an integral part of my life for 45 years. I have been associated with the University since 1952 when I attended University High School in the seventh grade. University High at that time was located in Peabody Hall, very close to the Indian Mounds. The school was only there about a year when it moved to its present location across from Fraternity Row. Graduating from University High in 1958 and starting LSU as a freshman in June of 1958 was not really a dramatic physical change at all; mentally, it definitely was. All of a sudden, there were very large classes with freshmen coming from all over the place, and I now had to compete on a much higher level. LSU won the national championship in football in the fall of 1958, creating a lot of excitement and additional school spirit. In those years, you could really see LSU as the state's flagship university. The education was there for those who desired it.

The College of Business Administration was nestled in Himes Hall, in the quadrangle. I remember those awful Saturday classes and mandatory ROTC for the first two years with Saturday drills. It made social activities on Friday nights more difficult.

LSU offered me the opportunity to establish a broad range of friends and contacts who have assisted me through my business and social career. At this time, Dean Ross, who was dean of the College of Business Administration, had a superb corps of dedicated professors such as Dr. John Chisholm, Dr. Robert Felton, Dr. George Menefee, Dr. Leon Schur, Dr. Bernard Slinger, Dr. Ronald Thacker, and, of course, one of my favorites, Dr. John Davidson.

John Davidson was great. He taught business law and actually made it interesting so that it wasn't such a difficult animal. I learned a great deal in that class, even though my grades did not reflect this.

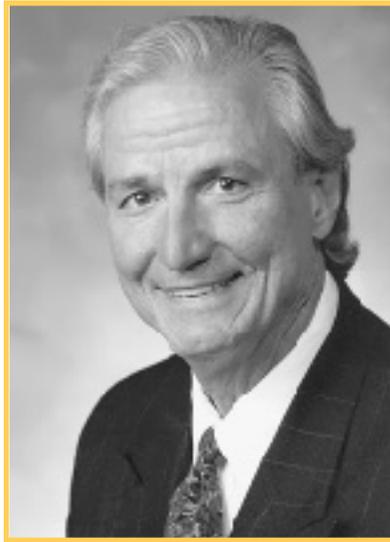
It was in the College of Business Administration that I met my wife, Mary Kay Collette, when I returned from my tour in the Navy. She was the first female to graduate in insurance and finance from LSU. She was then, and continues to be, a great influence in my life. Incidentally, Mary Kay also graduated from University High a few years after I did. Other LSU graduates who have been great role models for me are my father, Ellis A. "Fuzzy" Brown and my father-in-law, Lloyd F. Collette, both of whom graduated from LSU in the thirties. They both had very distinguished careers.

Two years ago, I asked our Human Resources Department to check to see how many LSU graduates were working for United Companies. We had 128. Today I'm not really sure of the total number, but I know it is significantly higher. Many of our top management and five of our top eight officers are LSU graduates. What is really significant is to see that LSU continues to produce top quality individuals who, like our company employees, are able to compete on a national and international level and are doing extremely well.

LSU offered me the opportunity to give back and to get involved in the College of Business Administration, particularly in 1986 when United Companies (NYSE: UC) gave the first chair matched with state funds to LSU, the Lloyd F. Collette Endowed Chair of Insurance and Financial Services. From that beginning, I had the opportunity to work with Dean Jim Henry in various capacities, and we were able to raise money for the College of Business Administration. Now, I am trying to assist Dean Tom Clark, who has made a significant impact on the college in the past two years. It certainly is fun and rewarding to share Dean Clark's vision of what the College of Business Administration will be in the days to come—not only a center of excellence in education, but also a great resource for all the communities in the state to use. It is also exciting to see Tom Clark and his staff take our business school to the next level. The College of Business Administration continues to push the boundaries of education to meet the challenges to prepare its graduates for the next millennium.

The opportunity to work in diverse capacities within LSU has been equally rewarding. During the last eight years, I have been involved with the Pennington Biomedical Research Center, of which I am currently chairman. This world-class facility will be one of the greatest research treasures that this state, country, and world have known. It has been exciting to be a part of it. I have also learned a lot as a member of the LSU Foundation Board. It is clear that we really need to teach the fundamentals of giving back to all of our students and graduates. The endowment for LSU is not at a sufficient level for a flagship university. All LSU graduates should consider giving back at some level.

I have been fortunate to have had great role models, a great life, a great family, a great company, and a great university that gave me the opportunity for an excellent education, but taught me much more than I can every repay. The most important lesson I learned from my experiences with LSU is how important it is to share. This recognition is appreciated from the heart and is a humbling experience.



SENIOR MEMBER

## ROBERT F. KELLEY

Robert F. Kelley, managing partner-international affairs-worldwide of Arthur Andersen & Co., SC, in Chicago, Illinois, joined the New Orleans office in 1964 as a member of the auditing staff. Kelley works with governments on all public policy and regulatory issues affecting his firm's operations in more than 70 countries. Arthur Andersen & Co., SC, a worldwide professional services firm, employs more than 90,000 people and generates \$9 billion in net fees annually.

Prior to his current position, Kelley served as managing partner-strategic communications, managing partner-marketing, and managing partner-practice services for the Arthur Andersen Worldwide Organization. As a partner in the Consulting Division, he had responsibility for the firm's practice serving all levels of government around the world. His client experiences include work with the U.S. Treasury in the New York City fiscal crisis, the design and implementation of state-wide financial and budgeting systems for seven states, including the state of New York, and consulting engagements in welfare, health care, education, and energy programs.

As a senior partner, Kelley develops and implements firmwide strategies to guide management of operations within the varied regulatory regimes. He also provides intelligence systems support on interpreting the trends in trade, technology, and investments. He was responsible for the establishment of the firm's public position on the GATT (General Agreement on Tariffs and Trade) and the GATS (General Agreement on Trade in Services). Using a survey of trade impediments, professional issues, and trends in finance, Kelley's group developed the strategies to involve the worldwide organization in the process of enhancing global trade in services. This effort resulted in the Ministerial Decision on Professional Services to be implemented by the World Trade Organization.

Kelley has also served on several internal executive committees at Arthur Andersen & Co., SC. These include the Partners' Income Committee, the Committee on Operations, and the Chairman's Advisory Council. Currently, he is one of 24 partners elected to serve on the Worldwide Committee on Professional Standards.

Additionally, Kelley has been actively involved in politics, government, and civic activities throughout his prestigious career. For several years, he has participated in the activities of the Business Council of the Democratic National Committee. Kelley also served as a member of the Committee on Competitiveness that developed the white paper on restoring U.S. competitiveness for the Democratic National Committee. He is an active participant in the European Institute, the International Business Council, Coalition of Service Industries, the Institute for International Economics, and the National Planning Association, all located in Wash-

ington, DC. In Chicago, Kelley is a member of the International Committee of the Executive's Club, a member of the Council of Foreign Relations, and was appointed by Mayor Richard Daley to co-chair the Chicago-Osaka Sister Cities program.

Internationally, Kelley serves as a member of the Trade Committee of the Business and Industry Advisory Committee (BIAC). BIAC's secretariat is located in Paris, and its single mission is to provide consultation from the perspective of business to the Organization for Economic Cooperation and Development (OECD). Kelley is also a member of the Investment and Services Policy Advisory Committee serving the U.S. Trade Representative. Recently, he was named to the Commission on Investment and Trade of the International Chamber of Commerce.

Kelley, a native of Winnfield, Louisiana, holds a B.S. degree from Northwestern State University. He was employed as a computer systems analyst for a large electric power company before deciding to return to school in 1962. In 1964, he received an M.B.A. from LSU, and shortly thereafter, took a job with Arthur Andersen and Co., SC. Commissioned as a Distinguished Military Graduate in the ROTC, he served as an artillery officer in the U.S. Army.

Kelley is the father of two sons, Robert Kelley, Jr., also a graduate of LSU, and Clayton Kelley, a graduate of Drake University.

### *ROBERT F. KELLEY • REFLECTIONS*

As I compose these thoughts, my immediate flashback is that this was the day, the very first day, of a 33-year journey of my professional career with Arthur Andersen & Co. That journey, filled with indelible experiences and incredible opportunities for learning, had its seeds of origin right here on the campus of Louisiana State University. For that good fortune, I am grateful for the preparation and the influence provided by the faculty and staff of the College of Business Administration. "Coming home to LSU" to be honored by induction into the Hall of Distinction, to borrow a phrase from the current vernacular, is an awesome experience. It is an experience that I share with my sons, Rob (LSU, 1987) and Clay (Drake University, 1989), and my devoted group of true friends. Not least among that group is Nancy, who overflows with enthusiasm about this distinct honor.

In 1962, when I resigned from my job to enter LSU, one of the company executives said, "Bob, what some people will do just to get season tickets to the LSU football games." What he did not know was the fact that I was in a quest for learning so I could get a real ticket to play major league business.

My resignation generated mixed responses. Some people were enthusiastic in their words of encouragement. There were hints of envy as if to say, "I wish I had the courage to make a decision to start something new in my life." Others, particularly friends and family, were quick to ask, "Why would you quit a well-paying job with a utility company to go back to school?" The job was well paying, relatively speaking, at \$5,000 a year. As an early—very early—computer programmer, I had a career advantage that was, indeed, rare.

To all of my well-meaning friends, I said, "This is something that I have to do. I will not sit around in a bowling alley on a Wednesday night ten years from now and say, with remorse, I wish that I had gone back to school. Besides, all that I am sacrificing, economically, is the difference between subsistence and my present income, because I will survive."

Armed with successful results from the Law School Admissions Test and \$337, we headed for Baton Rouge. Much credit goes to Rob and Clay's mother, my wife at the time, for her encouragement and support. She immediately found a job as a secretary on campus. In addition to a much-sought-after campus parking permit, her income, supplemented by my US Army Reserve pay and my assistantship pay, "made ends meet."

Having been born and reared in Winnfield, Louisiana, my natural instincts were to make myself known on the campus that Huey P. Long made famous. One of my first visits was with Dean Bill Ross. That visit provided a dramatic turning point in preparing for the future. I must have created some illusion in his mind about my potential. At best, he must have considered me a challenge. More likely, he saw me as a graduate of Northwestern State University with a short tenure at Louisiana Tech, a captain in the US Army Reserve, a computer programmer with three years of work experience, and a product of Winn Parish on my way to LSU Law School. He probably exercised a public service to the citizens of Louisiana by steering me to the M.B.A. program, hoping that I would become an export from Louisiana. Convince me, he did. Very logically, he pointed out that law school would require two additional years and I would be 31 years old when I hung my shingle to practice law. Having a keen eye for finances, when he offered a graduate assistantship, I saw the light.

My assistantship was a real learning experience. Sharing offices with graduate students such as Doyle Williams, Ben Enis, Morris Massey, and others who later made significant contributions in academic pursuits and business interests was a fantastic learning experience. I hold a lasting memory of standing before a business class of 114 upset students the day that President Kennedy was assassinated and telling them that JFK would want us to continue our learning rather than adjourn to watch televised news.

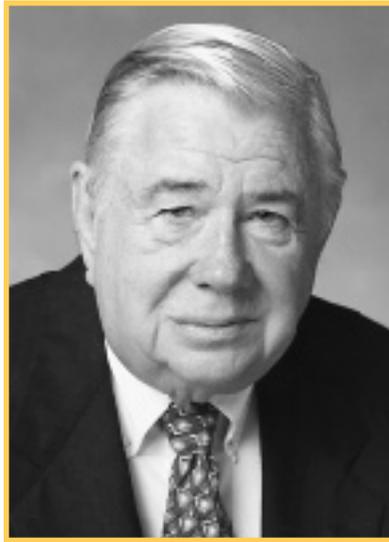
To this day, I remember gems of wisdom and nuggets of knowledge shared by the faculty. Although Bernie Sliger was an infrequent substitute for my sessions in microeconomics, he earned my respect as a knowledge-sharer and a man who loves life. I am honored to be in the select group tonight with Bernie. Leon Schur filled the voids in my weak background in economics. Raymond Lesikar provided the opportunity for me to explore systems thinking, cybernetics, and information theory during my work with him on his book on communications. Leon Megginson and Hebert Hicks were instrumental in learning organizational theory. All in all, my acquisition of information and knowledge during my one and one-half years in the M.B.A. program gave me the confidence and the competencies to enter the major league of business. And, this intellectual and practical foundation has kept me in the game while competing with graduates of Stanford, Northwestern, Michigan, Ivy League colleges, and other schools.

Supplied with this newly acquired knowledge and a human desire to avoid starvation, I began my quest into big-time business. The company I wanted, IBM, decided I did not fit their mold. Other companies were intrigued or confused by my background and made offers to join their "training program." Their descriptions were inviting, but I was curiously attracted to a bulletin board notice appearing in Himes Hall. It was posted by Arthur Andersen & Co., and my curiosity was ignited by the phrase, "we are interested in non-accountants, too"! I certainly qualified in that category. Accounting was not my favorite academic endeavor; consequently, I had an unimpressive record in accounting courses. Undaunted, I signed the list to schedule an interview. The interviewers (there were two, because I appeared as an anomaly to them) were Paul LeBlanc and Bill Penick. Paul was a native of Louisiana and a graduate of LSU, and Bill was a Harvard M.B.A. I thought they were the anomaly, not me.

After the interview, I was excited and they were confused. They decided they would share the risk of decision-making by inviting me to the New Orleans office of Arthur Andersen for more interviews. To my surprise, I received a job offer that was \$2,000 more than I had earned in my prior job. Without a doubt, my decision to resign my position and enroll in the LSU M.B.A. program had been economically justified, because I left Baton Rouge with \$333 in cash. Net investment was \$4.

Paul LeBlanc went on to become chairman of the firm, and Bill Penick became managing partner of the firm's Office of Government Affairs. As a non-CPA in a growing army of CPAs, I managed to validate the decision they made to give me a chance to make a career.

As the spirals of progress evolved, the firm has finally come closer to my original and enduring endeavor: information technology and knowledge creation. It has only taken 33 years. But, remaining are some partners who still ponder the question, "Now, why did we hire that guy?"



*ACADEMY MEMBER*

## **DR. BERNARD F. SLIGER**

Dr. Bernard F. Sliger has served as president emeritus and executive director of the Gus A. Stavros Center for the Advancement of Free Enterprise and Economic Education at Florida State University since 1993. In 1945, after completing 31 months in the U.S. Army, during which he served in Patton's Third Army and received three battle stars, Sliger began his academic career. He earned a B.A. with honors in 1949, and an M.A. in 1950, both in economics from Michigan State University. In 1955, he received a Ph.D. from Michigan State University, also in economics.

While still working on his Ph.D., Sliger moved his family to Baton Rouge in 1953, where he had been recruited for a position as assistant professor of economics at LSU. He went on to become associate professor, full professor, department head, dean of academic affairs, and vice-chancellor for academic affairs, serving at LSU for 15 years. From 1968 to 1969, Sliger served as the secretary of administration for the State of Louisiana. In this position, he was the chief administrative officer of the state, and was also responsible for the leasing, bonding, and construction of the Louisiana Superdome. From 1969 to 1972, he served as executive director of the Louisiana Board of Regents and secretary-treasurer of the Louisiana Office Building Corporation, which is responsible for the construction of all state office buildings and for the assignment of space to all state agencies.

In 1972, Sliger accepted a position at Florida State University as executive vice-president. In 1973, he was named chief academic officer and was awarded a fully tenured position in the Department of Economics. Sliger later served as interim president at FSU, and in February of 1977, he was chosen to serve as Florida State University's tenth president. In August 1991, Sliger stepped down from this post, and in 1992 he was named president emeritus and director of the Gus A. Stavros Center for the Advancement of Free Enterprise and Economic Education, the position he holds today. From August of 1993 to January of 1994, he was asked to return to FSU as interim president.

During his tenure as president of Florida State University, Sliger served on many diverse and prestigious boards and committees. He served as a trustee, vice-chairman, and chairman of the American College Testing Corporation; as a member of the Federal Reserve Bank of Atlanta's Board of Trustees; as a member of the NCAA Presidents Commission, and as a consultant to the President's Commission. He currently serves as a Florida TaxWatch Senior Research Fellow.

In addition to his distinguished career in academics and administration, Sliger has worked on many remarkable special assignments. These have included participating in President John F. Kennedy's U.S. Conference on Labor-Management Relations in 1962 and serving as chief consultant to the Louisiana Governor's Tax Study Committee in 1968, which was partly responsible for implementing the first tax increases in

Louisiana since 1948. Sliger also chaired Florida Governor Reubin Askew's Economic Advisory Council. He was part of a 20-person select committee appointed by Vice-President Mondale to work with the Vice-President and with President Jimmy Carter's Science Adviser in 1980. Sliger also has chaired Florida's Department of Education K-12 Finance Committee, served on FSU's Search Committee for an Athletic Director and currently chairs FSU's Differential Tuition Committee.

Sliger has played an active role in many professional associations and organizations, including the American Council on Education (ACE), ACE/AFL-CIO Labor-Relations Council, National Association of State Universities & Land Grant Colleges, International Association of University Presidents, and the Council on Competitiveness. He has served as a member of the Board of Trustees of the Executive Committee of Universities Research Association. He served as vice-president of the Florida Association of Colleges and Universities Board of Trustees. Sliger also held membership in the Committee to Oversee Fermi Lab and Superconductor and Supercollider, the Board of Joint Council on Economic Education, and was chairman of the Board of Trustees of the Florida Chapter of the Nature Conservancy. Additionally, Sliger served as an ex-officio member of the Florida Council of 100.

During his extraordinary career in the academic world, Sliger has received many awards and honors, such as membership in Phi Beta Kappa, Phi Kappa Phi, Omicron Delta Kappa, Beta Gamma Sigma, Omicron Delta Epsilon, Phi Alpha Theta, Alpha Kappa Psi, Order of the Red Rose, Phi Eta Sigma, Phi Gamma Mu, and Sigma Iota Epsilon. In 1985, Sliger received an honorary doctorate from Northern Michigan University. Michigan State University honored Sliger with a Distinguished Alumni Award in 1990, and the school's College of Business Administration honored him in 1991 with a Distinguished Alumni Award. He has also been inducted into Michigan's Upper Peninsula Sports Hall of Fame, as well as FSU's Sports Hall of Fame.

Sliger, who was born in Chassell, Michigan, met his wife, Ruth Greta Taube, when the two were in elementary school. They were married in 1945, and are the parents of four children and grandparents of five children.

### *BERNARD F. SLIGER • REFLECTIONS*

Although it has been well over 40 years since I first came to LSU back in 1953, I distinctly remember the joy and excitement my wife, Greta, and I felt upon learning that I was actually going to get that very first job in my chosen career—teaching, research, and public service in higher education. And better yet—we were going to leave the cold, ice, and snow of Michigan!

There are so, so many fond memories we have of our time in Baton Rouge . . . making close friends and meeting new colleagues, raising our children, accepting new challenges and opportunities, and yes, weathering a few unpleasant surprises as well.

I was appointed as an assistant professor of economics at LSU in 1953 for a one-year appointment only. However, this seemed like a dream come true after some of the trials and tribulations I had gone through the previous 10 years—Army service during World War II, living as a poverty-level college student from my freshman year through my Ph.D., and teaching high school at less than optimum wages during the winter in the Upper Peninsula of Michigan. And back then, the \$4,100 per year salary I was offered by LSU seemed pretty darn good!

Well, I must have done something right because LSU extended my contract and I did not move to Muskingum College in Ohio, which was “Plan B” if “Plan A,” (staying in Baton Rouge), did not work out as hoped. I taught different economics courses, 12 hours per semester, every semester, for the next six years, and was appointed as acting department head in 1959. I was disappointed that I did not get the job permanently in 1959, but apparently, not as disappointed as some other people, because I was made department head two years later in 1961.

In 1965, I was named dean of academic affairs at LSU—the position now referred to as provost. In 1967, I was honored by my appointment as Vice-Chancellor of the University under the helm of then-Chancellor, Cecil G. Taylor. In 1968, I took leave from LSU to become the Louisiana Commissioner of Administration under Governor McKeithen. One of the achievements I am most proud of while serving in that position was the completion of negotiations and signing of the Superdome lease in New Orleans. In 1970, I was appointed executive director of the Coordinating Council for Higher Education in Louisiana, the predecessor of the current Board of Regents.

Greta and I thought we'd stay at LSU forever, but opportunity knocked, and we moved to Tallahassee when I was offered the position of executive vice president at Florida State University in 1972. I became interim president in 1976 and president from 1977 until 1991. When I left the FSU presidency in 1991, I

returned to Louisiana and took a one-year sabbatical at the University of New Orleans—formerly LSU-NO. During the last months of 1993, I became FSU president again, and that's when we won the national championship in football—every bit as gratifying as the 1958 LSU national championship!

Since 1993, I have served as president emeritus and executive director of the Gus A. Stavros Center for the Advancement of Free Enterprise and Economic Education at Florida State. I also hold the Stavros Chair in Economic Education and am very proud to have a \$2 million chair named after me. The current holder of the Sliger Chair is Dr. Norman Thagard, the distinguished FSU alumnus, astronaut, medical doctor, and professor of electrical engineering.

Thank you so much for honoring me with a 1997 membership in the E.J. Ourso College of Business Administration Hall of Distinction—I am amongst very good company.



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