

Hanging Tough

BY EDWARD FITTMAN

A police commissioner meets controversy head on, two teams triumph at Pinchurst, and an admiral defends the free world.

THE COMMISH



As a police commissioner Clothilde Hewlett (above) encourages officers to become personally involved with the citizens they serve.

People tell Clothilde V. Hewlett they didn't even know what a police commissioner did until she was appointed in 1992. Since then she's tackled one controversial issue after another. "We're generally in the press at least once a month, if not once a week," says Hewlett (below), a member of the **San Francisco Tennis Club**.

She first fired the chief of police, then pushed through a \$1.2 million referendum to supply SFPD officers with automatic pistols after an officer was killed in the line of duty. Then she reformed police department intelligence guidelines after an officer was caught spying on local interest groups. Currently she's focusing on what she calls community-based policing, entailing everything from officers coordinating community social and athletic programs to just being good listeners while on the beat. "It has a very positive effect on officers as well as on the community," says Hewlett. Since 1991 she's also been director of moral character determinations for the office of admissions for the State Bar of California — a duty made more complex by the fact that in California it is possible for convicted felons to practice law. "Some felonies could have happened at a time in a person's life when things were falling apart," says Hewlett. "In California we recognize that one has the ability to rehabilitate." Hewlett says it wasn't chance that led her to the law: "I came from a neighborhood where narcotics and violence were a way of life. It was a miracle that I made it out alive. I made a pledge to myself that if I ever made it out of that hell, I was going to come back and help other people." She kept her pledge.

Hewlett was one of the first female investigators for the district attorney's office, then an assistant district attorney for 11 years. "Whenever I think things are really bad, I think back to my childhood when I had to dodge bullets, when I went without eating, and I think things are not that bad," says Hewlett. "I get my energy from tackling the problems of society. In the future you may see me handling the most controversial issues to hit the United States. And I'll probably be loving every minute of it."

SWING SHIFT



He's a hard-charging labor attorney by day, and a high-flying daredevil (above) by night. "If a company is union-free I can keep it that way, and if a company has a union I can teach it how to decertify lawfully," says Glenn Olerst, a member of the **Rivers Club** in Pittsburgh. As a labor attorney, Olerst represents management, and he recently negotiated a strike settlement after an intense week-long session with union representatives. "The client who has the lawyer who can think the straightest at the end of 99½ hours wins," says Olerst. The action continues after he leaves the negotiating table: His long list of leisure pursuits includes sculpting, nature photography, gourmet cooking, writing poetry, mountain climbing, snow-ski racing, boxing, "and anything to do with water." Olerst is also a trapeze artist who attended three circus schools to perfect his swinging technique. "People who only see a part of what I do say, 'He's doing some crazy thing; maybe he has a death wish,'" says Olerst. "It's 180 degrees the other way: I have a life wish."



PHOTO: JEFFREY M. HARRIS

JUSTICE IS SERVED

Ronald N. Langston and his wife, Inga Sumbary-Langston, members of the **Metro-politan Club** in Des Moines, honored their longtime friend, Supreme Court Justice Clarence Thomas (below), at a recent breakfast reception at the club. Langston met Justice Thomas in 1979 in Washington, D.C., while they were both legislative assistants. "He's a very kind and straightforward man, as well as a joy to be around," says Langston. "In public I refer to him as Justice Thomas, but otherwise he's always Clarence."

MISTER SPEEDY

Selling subscriptions to the local paper helped Shawn Mojalali (above) learn to deliver the goods. While earning his MBA at night, Mojalali opened three Speedy Courier Service locations in the Washington, D.C., area, followed up with two Atlanta offices, and he soon plans to expand into five other cities. "We deliver a lot of blood to hospitals, and we deliver human tissues to operating rooms," says Mojalali, a member of the **Tower Club** in Tysons Corner, Virginia. "These are things that can't wait." — Elise Pierce



PHOTO: GREGORY HEY

TAYLOR MADE

William L. Taylor III makes a living by picking up where police and other law-enforcement agencies leave off. As president of the PLE Group, Inc., Taylor (below) directs his operatives on diverse assignments ranging from deep-cover narcotics investigations for police departments and federal law-enforcement agencies to protecting the private sector by providing high-level executive security, preventing industrial espionage and sabotage, and flushing out drug use on the job. Although PLE has just 30 or so full-time operatives, Taylor says his massive



database is filled with hundreds of law-enforcement specialists, ranging from retired DEA and FBI agents to men with decades of Special Forces and military intelligence experience. It's tough to get included on Taylor's database: "The last time we ran an academy we had 153 applications, and we hired five," says Taylor, a member of the Dayton Racquet Club in Ohio. Requirements include years of experience, comprehensive background checks, drug testing, polygraph tests during debriefing, and role-playing scenarios to test agent's ethics. "We've twice been on '48 Hours,' we've been on 'Nightline,' and we've testified in Congress as to what we do and who we've done it for." Taylor says PLE will always be in demand. "Police officers are stressed to the max dealing with day-to-day crime," he says. "There is a huge spillover into the private sector. When I got into this business I thought I was going to save the world. I found out quickly that the world doesn't want to be saved. That isn't going to stop me."

LAUGHING MATTER

The joke's on members of the Jefferson Club in Louisville, Kentucky: What started as an amateur stand-up night (featuring member comedians) has blossomed into comedy nights featuring top names such as Lue Deck and Bob Batch, with member emcees pacing the punch lines. "At comedy clubs you hear all sorts of language," says Helen Lasky, member relations director. "At the club the comedians clean it up so you can bring clients or the whole family." Mark Klein (below), a Louisville native featured on A&E's "Comedy on the Road," the Showtime channel, and the CBS program "48 Hours," headlines at the club on November 9. "At the Jefferson Club I'm in front of people my age, with similar points of reference," says Klein. "What I have to say relates to them more than it would to a typical nightclub audience."



HARTFORD HARMONY

Performing often separates Robert Ashens and his wife, Carol Ann Manzj (above), members of the Hartford Club in Hartford, Connecticut. Before becoming conductor of the Connecticut Opera, Ashens conducted for touring companies of *A Chorus Line* and others. Manzj, considered one of the most promising young sopranos in the world, recently competed against thousands to win one of 12 prestigious Tanglewood fellowships, during which she worked with the Boston Symphony, maestro Seiji Ozawa, Gilbert Kalish, and others. "Opera fills our lives with grace and beauty," says Manzj. — Lois Sabatino

HOUSTON HORDE

Houston teams snapped up top spots at Pinehurst in the Associate Club Team Championship, Country Club/Resort Division. Kingwood (right) pulled it off when Mike Hardage (with Jimmy Davis, Bob Rennkes, Marshall Roberts, and pro David Preisler) tapped in a birdie putt in the playoff for a narrow victory over Quail Valley. Marina Vallarta of Puerto Vallarta, Mexico, disqualified itself after a scorekeeping error while in the lead. Fellow players honored the gesture by giving the team a standing ovation at the awards dinner.



WATCH THE BIRDIES



They captured the lead on the first day and never let go. "Everything we hit went in," says Bobby Gaylor, a member of Club Le Conte in Knoxville, Tennessee (above, with fellow teammates Reed Kelly, Bob Williams, Joseph Creswell, and pro Ken McDonald from Bay Oaks Country Club in Houston). At the Associate Club Team Championship, CityAthletic Club Division, at Pinehurst in North Carolina, the fivesome tied the tournament record of 39-under-par, shot an incredible 15-under on Number 2, and took home the trophies after finishing with a seven-stroke lead over the team from the San Francisco Tennis Club (third place went to the Houston Society of Clubs).

QUALITY QUEST

Joe Bierschwal is a quality guy. Bierschwal (below), a member of **Beckett Ridge Country Club in West Chester, Ohio**, is co-owner of Training Technologies, Inc., which produces *Survey Tracker for Windows*, an innovative software program for customer surveys. It allows information to be queried and displayed in a multitude of configurations. Also available are ready-made surveys such as Customer Satisfaction and Food Services, which can help focus data-gathering. "People who say the best days of America are behind us are crazy," says Bierschwal, whose clients include many Fortune 500 companies. "There are thousands of ideas out there, if companies will just listen to their customers." — *Elise Pierce*



SMOKIN'!

Cyril Miller says his Seattle-based business got off to a slow start, but doing things slowly is what smoking meat is all about. "Normally you check out the marketplace, see what the competition is like," says Miller (above), president of Seattle Super Smoke and a member of the **Columbia Tower Club**. "We didn't do that. I thought because the product was so good people would beat a path to our door to buy it." Cyril and his wife, Renee, started selling their products, such as smoked duck, quail, and beef, to food-service sources, then chic restaurants. Today they also smoke all kinds of meats to order for numerous local restaurants and hotels. "I really think it's the best I've ever had," wrote famed chef Julia Child in a letter to Cyril. It all started in 1983, when Cyril and Renee visited her father, who was smoking meat in his backyard. That was all it took for Cyril to leave the construction business. Renee isn't the only other family member minding the meat: "I also have my sons working here with me," says Cyril. To date they've been written up in *Food & Wine*, *Gourmet*, *Bon Appetit*, and they'll be the featured bird this Thanksgiving in *Sunset* magazine. Serving up great meats is just one of the ways the Millers serve the community. They work with more than 20 local charities that run the gamut from the symphony to aiding the homeless. "We put on a luncheon called *Celebrity Waiters*, where we raise between \$200,000 to \$250,000 each year for leukemia," says Cyril. "We just can't sit idly by and say, 'That's not my problem.' I've had an opportunity that most people haven't had. Sometimes you get a chance to do something that can change somebody's life. And you shouldn't pass that up."

SCAVENGER SAFARI

Members of the **Dayton Racquet Club in Ohio**, dressed in team colors, recently piled into six champagne-stocked limos for a scavenger hunt. They searched for items such as gourmet brownies and autographs from restaurant diners (some members met actress **Barbara Eden**). Afterward everyone met at the club for fajitas and margaritas. "We were the brown team, so we decided on a safari theme," says Dr. Emil Gullia. "We all dressed in safari attire.

Someone on our team had a 6-foot-tall stuffed gorilla, and we dragged it along wherever we went. We had a great time."



WATERWORLD

Two F-14A Tomcat fighter-interceptors catapult out over the open sea, blasting the flight deck of the aircraft carrier USS *Nimitz* with jet wash as they scream into the sky laden with bombs and missiles. Although this time the weapons are dummies, in a month the ordnance will be real, the waters will be those of the Arabian Gulf instead of the seas off the California coast, and Saddam Hussein's jet fighters and surface-to-air missile batteries will be only miles away. The nuclear-powered *Nimitz* is part of the U.S. Pacific Fleet, the backbone of which are six aircraft carriers. The carriers are "cities at sea" with crews of more than 5,000 each, carrying the most sophisticated aircraft in the world.

At 1630 hours the arresting wire snags the tailhook of Vice Admiral Robert J. ("Rocky") Spang's sleek black F/A-18D Hornet. "War is not that much different now than it was during World War II or even Napoleonic times," says Spang, commander, Naval Air Force, U.S. Pacific Fleet and a member of the **Lakeview Club in Oakland, California**. "You have to find the right target, you have to hit that target, and you have to stay alive." Spang has hit many targets during his distinguished career, which spans Vietnam to Desert Storm.

In the aftermath of the Cold War many relatively unstable countries possess high-tech weapons, providing a higher threat potential to American interests. "It's very important that nuclear weapons don't proliferate," says Spang. "Countries



"It's wonderful to fly a high-performance plane like the F/A-18," says Spang, landing on the *Nimitz* (above). "It's the best ride I've ever had."



Vice Admiral Spang (above) is commander of more than 2,000 aircraft, 12 naval air stations, and more than 60,000 personnel.

that don't have nuclear capability should not be allowed to acquire it. We never want to go through another world war, and we never want to live through a nuclear holocaust."

For all the talk of war, Spang's navy is a kinder, gentler one. He cares most about the young men and women under his command. "If we take care of our people," he says, "the navy will prosper and the nation will prosper." Many of Spang's people are women, the result of navy integration during the past 20 years. In 1993 the navy lifted the ban on women in combat, opening the door for them to serve on forward-deployed combatants such as *Nimitz*, which now has 400 women on board. "If you believe *Men are from Mars, Women are from Venus*, you believe that the sexes are in fact different," says Spang. "But the problems with integrating women into combat are social in nature, not operational."

One operational change affects men and women: The "drawdown," as it is called, which began in 1989. "The navy is smaller today than it was at the beginning of World War II," says Spang. "We now have two carriers in the Arabian Gulf. We also have two carriers off Bosnia, and this is after we've reduced the carrier force by 30 percent and shortened the cruises from nine months long to six months. This drawdown has gotten us to the point to where there's no excess."

Regardless of the logistic difficulties, Spang says the navy has a duty to provide stability in an often chaotic world. "We've been doing that for hundreds of years, and we should continue to do so," says Spang. "The U.S. Navy will always be an integral part of that."

Forces of Change

These 10 members pioneered techniques and technology and possessed the tenacity to make them succeed. Our world is a brighter one for their efforts.

HEART OF THE MATTER

In the 1950s Denton A. Cooley, M.D. (below), began a revolution, one that would dramatically alter the lives of millions of people around the world. It was then that he began his career in open-heart surgery. Cooley realized his destiny at Johns Hopkins Hospital in 1944, when, as a surgical intern, he participated in the famous "blue baby" operation under Allred Blalock, M.D. "That was, in my mind, the dawn of modern heart surgery," says Cooley, surgeon-in-chief of the Texas Heart Institute and a member of the **Houston City Club**, "and I was there to witness the dawn."



Denton Cooley, M.D., has made heart surgery what it is today.

Soon Cooley's light shone just as bright, as he established his reputation by performing many procedures for the first time. His hands were so skilled and his movements so precise that famed surgeon Christiaan Barnard praised Cooley in his book *One Life*: "It was the most beautiful surgery I had ever seen...Every movement had a purpose and achieved its aim...No one in the world, I knew, could equal it." Cooley is an renowned for his speed as his precision. In his first five years of practice he accomplished more than 1,000 open-heart surgeries, and by 1996 Cooley and his team had performed more than 90,000 open-heart operations. "I used to perform eight or 10 operations a day," says Cooley. "But we are seeing more complex cases today, so I may do only three or four a day."

In the 1960s he invented a dextrose-saline solution for priming heart-lung machines. The solution decreased demand on blood banks, curtailed incidences of blood-borne diseases such as hepatitis, reduced blood incompatibility problems, and eliminated religious restriction on open-heart surgery for those of the Jehovah's Witness faith. Another of his significant contributions to cardiology was founding the Texas Heart Institute in the Texas Medical Center in Houston in 1962. In 1968 Cooley performed the first "successful" human heart transplant in the United States, five months after Barnard's historic operation in Cape Town, South Africa. "We were worried about failure of the donor heart to respond," he says. "If the donor heart had frozen up, it would have been a serious defeat. But we were thrilled to see the transplanted heart begin to function normally. It was almost spiritual. We have been involved with a lot of technical improvements, but nothing quite compares to the excitement of the total replacement of the heart." Approximately one year later, Cooley implanted the first total artificial heart in a human.

The surgeon says the glory days of heart surgery are gone, largely because of concerns over medical liability

that have a chilling effect on rapid advancements and experimental techniques. "Progress will occur, but it's going to be at a much slower pace," he says. "We're much more cognizant of the fact that there may be repercussions, such as medical liability, that we would not have anticipated in the past. It makes us more hesitant to do something that is innovative."

Cooley soon tires of talking about himself. For all his contributions to cardiology and cardiac surgery, his modesty comes as something of a surprise. "I was able to participate in a lot of techniques that someone else might have done subsequently," he says. "In many instances I just happened to have been there first."



NET RETURNS

"I was really blessed to have the opportunity to play tennis for free, and I wanted to offer that same opportunity to kids in the community," says Zina Garrison Jackson (above), a member of the **University Club of Houston**. In 1993 she founded the Zina Garrison All Court Tennis Academy, a Houston program for inner-city youth that provides free tennis lessons and focuses as much on building character as on building a great serve. Jackson learned to play the sport

through a similar program at MacGregor Park, an inner-city tennis facility in Houston, and went on to become a professional player who has been ranked as high as number four in the world. "We try to develop an all-around person, not just a tennis player," says Jackson, whose program has helped thousands of students. "It's a thrill to see that joy on their faces and to see them accomplish something when they put their minds to it." —Katy Foster



SPEAKING UP

In the 1970s people who had undergone laryngectomy surgery had few options. With their larynx and vocal cords removed (usually because of cancer), they could no longer speak. Esophageal speech, a method by which laryngectomies gulp air and form words by controlled belching, is difficult at best. An external device, known as an electronic larynx, allows patients to speak by creating words from vibrations in the skin of the user's neck. It can also make the user sound like a robot. Then, in the late 1970s, a club member teamed up with a speech pathologist to give laryngectomies another chance to speak again.

They developed a technique to reestablish airflow through the throat, a process arrested in laryngectomy surgery. Then they modified small medical-grade silicone valves to serve as conduits for the air. The result? Following the surgery and implantation of the prosthesis, patients can speak again. And in many cases they even retain regional dialects. "It gives them very useful speech, and recovery takes just a few hours," says Mark Singer, M.D. (above), an otolaryngologist, a member of the **San Francisco Tennis Club**, and co-inventor of the Blom-Singer tracheo-esophageal voice prosthesis. The FDA liked the prosthesis so much Singer says the agency approved it in a record 23 days, and the device was recently praised in the *Bulletin of the American College of Surgeons*, which called it one of the great medical advances of the last century.

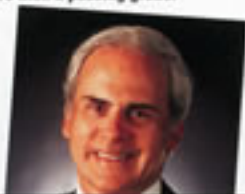
So far thousands of people throughout the world are using the device. Singer says another attractive characteristic of the prosthesis is its low cost: approximately \$100 a year, depending on the model. If Singer has a message to deliver, it's a plea against smoking. He says at least 98 percent of his patients were smokers, and while he's pleased his prosthesis can help so many people, he says it disturbs him that cancer of the larynx has made it necessary. Singer says he is sometimes surprised to see patients he doesn't recognize using the prosthesis. But the best testimonials come from the patients, people who at one point thought they might never speak again. "When I had that laryngectomy and came to and found out what my operation had consisted of, I came apart—I couldn't see much point in even going on," says a patient with a thick New Jersey accent on a demonstration video Singer shows to prospective patients. "This is the second day I have had the prosthesis, and at this point I think it's fabulous. This is more than voice restoration. What I have is life restoration."

SHIPPING MAGNATE

Every day FedEx delivers nearly 2½ million packages around the world. The company has revolutionized not only package delivery, but the speed at which business is conducted. The company was the brainchild of Frederick W. Smith (below), chairman, president, and CEO of Federal Express Corp. and a member of the Crescent Club in Memphis. Air cargo deliveries were erratic and often late until Smith promised to deliver the goods overnight. Essential to his plan were two components: the hub-and-spokes concept, with the gigantic main hub in Memphis; and the plan to fly packages at night, when the air routes and airports were practically empty of planes, and make deliveries the following morning.

The start-up was difficult: On its first day of business, March 12, 1973, the sleek purple jets brought in a scant six packages. But Smith would not give up. His tenacity was no surprise to those who knew him as a tough-as-nails Marine company commander during the Vietnam War, where he distinguished himself in action.

In the '90s, the innovations at FedEx proceed at the same fast pace as deliveries. The company is now on the Internet: The FedEx site on the World Wide Web allows customers to complete and print electronic airbills, request package pickups, and locate the closest FedEx drop box. Today FedEx (the name was shortened in 1994) is a household word, used as generically as "Kleenex" and "Band-Aid." It's interesting that Smith received a "C" in an economics course at Yale in 1965 for the idea that became FedEx. But with \$10.3 billion in revenues in 1996, his purple passion receives more than a passing grade.



FedExec Leader

The World on Time



SPACE RACE

Glynn S. Lunney (above) saw the space race from its inception, and he saw most of it from the inside. As a member of the initial NASA Space Task Group that got U.S. manned space flight off the ground, Lunney has been a part of every manned space effort from the Mercury program to the space station. Today he's part of a multibillion-dollar mega-partnership between Rockwell Space Operations and Lockheed Space Operations. "The new partnership is called the United Space Alliance, or USA for short," says Lunney, a member of Bay Oaks Country Club in Houston and vice president and program manager of the space shuttle program. When we asked Lunney to name what he thought were the 10 greatest moments in American manned space flight, he gave us 13. "It's too hard to narrow it down to 10," he says.

1. **Sputnik I.** October 5, 1957. "Sputnik started it all."
2. **Yuri Gagarin.** April 12, 1961. "It was the first manned space flight — a major shock to us. At first the Russians gave every indication they could beat us in space."
3. **Mercury 3.** May 5, 1961. "Al Shepherd's flight on a Mercury Redstone rocket. Our first suborbital flight."
4. **Mercury 6.** February 20, 1962. "John Glenn was the first American to orbit the earth. There was a lot of celebration."
5. **President Kennedy announces America will put a man on the moon by the end of the decade.** September 12, 1962. "It determined the course of the space program for the '60s, and to some degree even today. We were beginning to realize that the vehicles it would take to go to the moon were gargantuan. The Redstone and Atlas rockets and the Mercury spacecraft were primitive first steps compared to what we ultimately had to develop."
6. **The Gemini Program.** March 23, 1965 through November 11, 1966. "Gemini's 10 manned flights put us in shape for Apollo. The series was a dramatic testing ground. We did a little bit of everything, making incremental but important steps in learning how to operate in space. We did EMUs (extra-

vehicular activity), put digital computers on board for the first time, and had propulsion systems that could maneuver the spacecraft in orbit. By the time we were done with Gemini, we were ready to take Apollo to the moon."

7. **Apollo 8.** December 1, 1968. "We went to the moon and around it and came back. From then on, Apollo was downhill. Once we took the big rocket and our manned ship all the way to the moon and put it in orbit there, we felt like all we had to do was stick the lunar module on the rocket, take it out to the moon, and land it."

8. **Apollo 11.** July 16, 1969. "We landed on the moon just nine months after the first manned Apollo flight. There was a lot of turmoil in our country with the Vietnam War and civil rights demonstrations. Apollo was the perfect response to our need to be reassured that America was still number one. Neil Armstrong's landing and walk with Buzz Aldrin was a tremendous culmination of so many efforts by so many people."

9. **Apollo 13.** April 11, 1970. "That was the longest night of my life. We had lost the cryogenic fluids that were basically the fuel for the fuel cells — the power system aboard the command ship. When the astronauts moved into the lunar module, we had a problem with the carbon dioxide scrubbers [that remove carbon dioxide from the air]. We had the CO₂ filters, but the holes in which they fit and the shape of them was entirely different in the two ships. The engineers went off and jury-rigged some tape, some flight plan pages, and stuff like that, so that the filter canisters from the command module could be used in the lunar module so the astronauts could breathe."

"We also had to figure out how to power up the command ship from absolutely no power in freezing temperatures. And for the first time we were on a non-free return — a trajectory that was not coming back to earth. The ship was going to go around the moon and then go off into space. The Lord was smiling on us, because we got the crew back and turned what would have been a terrible disaster into a major achievement. Even today, I get goosebumps talking about it."

10. **Apollo Soyuz.** July 15, 1975. "I was the American project director. We were in the deepest part of the Cold War, and it was much more of a cultural achievement than a technical one. It set the stage for the cooperation that's occurring now."

11. **First flight of Columbia.** April 4, 1981. "That was the first flight of the space shuttle. We probably solved more unknowns relative to the shuttle in that flight than we have in all the shuttle flights since — a big learning step for us."

12. **Shuttle missions STS-2 through 51-G.** November 12, 1981 through June 17, 1985. "I was the space shuttle program manager. That was like the Gemini series for me; it was 17 shuttle flights characterized by solid achievement."

13. **Challenger explosion.** January 28, 1986. "It brought about a reevaluation to the fact that safety must be constantly considered, from design decisions to flight decisions before launch and during flight. Now we're unforgiving in many respects, especially during the launch phase of the mission."



COMPUTER GEEK

Robert Maynard, the 34-year-old president and CEO of Dallas-based Internet America, advertises his flat-rate service simply, and decidedly, tongue-in-cheek. "1-800-BE-A-GEEK," his billboards read, and with approximately 40,000 subscribers in the Dallas-Fort Worth area alone, it appears that geeks rule. When Maynard started his company in 1995, he wanted to provide a service that didn't exist: unlimited Net access for \$19.95 a month, less than half the average rate at the time. (Flat-rate pricing was unheard of then.) "People said we were crazy," says Maynard, a member of the Tower Club in Dallas. Besides low rates,

Maynard put together a top-notch customer-service team. "The point is, this is not a technical business; it's a customer-service business." That approach is working. Today the company is one of the fastest-growing Internet service providers in the country. So far, Internet America is only available in North Texas, but it's expanding soon. While Maynard doesn't see the Internet as the panacea for telecommunications, he does revel in its scope. "It has restored the art of letter writing, which is making us more literate," he says. "It democratizes information, and I believe it will bring us together." — *Elise Pierce*

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ROCK ON!

Rock and roll will never die, if John Sykes has anything to say about it.

He was a TV and rock and roll junkie from the start. While growing up in Schenectady, New York, John Sykes (above) was either watching television or playing drums in a local rock band. It seems fitting, then, that he would be one of the five videomakers who would launch music television, or MTV. The cable channel with the irreverent tone is, in part, responsible for the paradigm shift in the way we now view the world — in a nonlinear, abstract, scraps-and-bits style. After years of promoting music acts for CBS Records, Sykes had his eye on music videos, which he'd long been trying to get Chicago movie theaters to play. In 1980 he heard about a guy who was putting together a music video network for cable television. The 24-year-old telephoned MTV programming guru Bob Pittman until he agreed to an interview, and two hours later Sykes was hired as promotions director for MTV, a position he held for the next seven years. He then began the nearly yearlong process of developing the network, which he helped launch in August 1981. These days, Sykes, a member of The Athletic and Swim Club at Equitable Center in New York, continues to work with his two loves — television and music — as president of VH1. To Sykes, rock will never die. — *Ellie Pierce*

INROADS TO SUCCESS

Richard A. Smith (below) is a member of the University Club of Jacksonville, Florida, and manager of student development for the Jacksonville affiliate of Inroads, a career development organization for talented minority students, training them to be leaders and acclimating them to the particular demands of the corporate atmosphere. "When you look at the upper ranks of corporate America — the vice presidents and COO, CFO, and CEO levels — you don't see a lot of African Americans, Native Americans, and Latino students," says Smith. "Inroads exists to provide students an opportunity to get to that level."

Inroads immerses its interns in an intense six-week training program that focuses on building skills in such subjects as cultural awareness and sensitivity, social etiquette, corporate politics, managing change and transition, and group psychology. "The workshops cover the types of things that they didn't have the opportunity to learn from their parents, perhaps because their parents didn't work in a corporate atmosphere," says Smith. Then students are placed in a corporate environment where senior-level executives serve as mentors. Among the 55 corporate sponsors in the Jacksonville area are prestigious companies such as AT&T, Coopers & Lybrand, and Nissan.

Today Inroads has approximately 6,000 interns among its 48 affiliate chapters nationwide, and Smith says all of those who complete the program are placed in a job. Smith says nothing compares to



the joy of placing students in their chosen fields. "It is the greatest sense of joy I have experienced in my 29 short years on this planet," he says, "when I see young students coming out of college who are ready for the corporate world, and I know we've helped prepare them. When they call us back a year or two later, and thank us for all the hard work that we put into their future, it makes all the work worth it."



HIGH FLYER

In 1927, when he saw Charles Lindbergh fly into Dallas after his history-making transatlantic flight, 12-year-old Najeeb Halaby (above) knew he wanted to fly. Now 81, "Jeeb," as he is known to his friends, is considered one of the pioneers of aviation. He learned to fly at 17 and became a U.S. Navy test pilot during World War II. After a stint as a CIA spy decoding Russian radio transmissions, he helped form the Federal Aviation Administration. During the JFK administration he was a catalyst in airport desegregation and assembled the first women's aviation group to the FAA, the Women's Advisory Committee on Aviation. Under JFK, Halaby helped build Dulles International Airport in Washington, D.C. With an emphasis on design, Dulles looked sleek and futuristic and operated like something from "The Jetsons." Halaby also served as CEO of Pan American Airways, adding New York-to-Moscow service and resuming service to Beijing.

While Halaby is well-regarded for his leadership in aeronautical matters, his greatest accomplishment mimics that of his childhood hero. In 1944 he flew the first transcontinental jet across the United States, revolutionizing the jet industry. "I was thrilled by the whole thing," says a self-effacing Halaby, a member of the Tower Club in Tysons Corner, Virginia. "But I wasn't impressed or proud of it. I was just glad I could get it across the country." — *Ellie Pierce*



SHOCK OF HIS LIFE

In late 1965 W. Hunter Simpson left his job as a top exec with IBM. "The following Monday I was CEO of a bankrupt little medical company," says Simpson (above), founding chairman of the Columbia Tower Club in Seattle. The company, Physio-Control, manufactured the Lifepak 33, a portable battery-powered defibrillator and heart monitor. It was a forerunner to models used today in hospital emergency rooms and by paramedics around the world; and Lifepaks have made frequent guest appearances on every medical television drama from "Marcus Welby, M.D." to "ER." Today Physio-Control commands a significant portion of the world market. It has approximately 900 employees, and the current generation of Lifepaks are used by many prestigious emergency medical teams.

But for Simpson, manufacturing quality medical instruments was only part of the equation: He championed a multitude of policies designed to improve company morale, loyalty, and productivity, including a four-day work week, paying adoption fees as well as the costs of normal maternity, hiring the disabled, and much more. The payoff for Simpson and Physio-Control? Some of the most loyal team members anywhere, and two inclusions in *The 100 Best Companies to Work for in America*. "People want to be part of a team that believes in them," says Simpson, who retired as CEO in 1986. "It is gratifying to build a product that enriches people's lives instead of blowing them up. Physio-Control is still doing wonderful things today, and I'm proud I was a part of it."