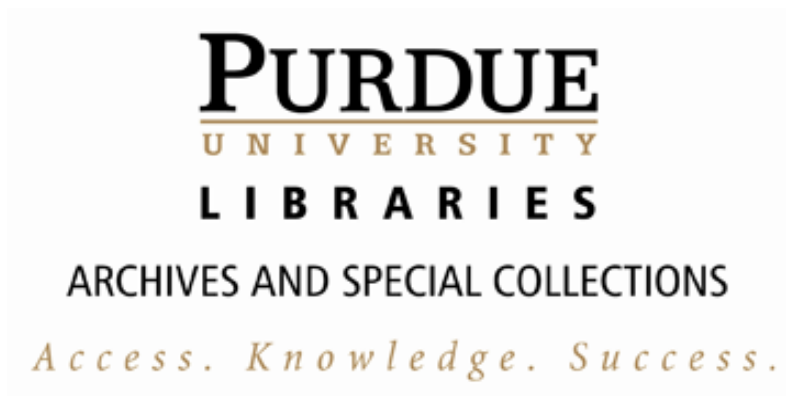


# Susan Bulkeley-Butler

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Conducted by Katherine Markee on March 20, 2008



The following interview was conducted with Susan Bulkeley-Butler (SB) for the Purdue University Oral History Program. It took place on Thursday, March 20, 2008 In the Stewart Center. The interviewer is Katherine Markee (KM), the Oral History Librarian.

Susan is a member of the Board of Trustees.

**KM:** Welcome! Tell us where you were in born and your early years.

**SB:** Oh Katherine, I'm so excited about being here. It's just like icing on the cake. To be here and be interviewed by you with all your background and all the people you've interviewed. It's just a delight. My background, I came a small called Abingdon, Illinois. I might say it's the number one city in the state of Illinois, people look at me kind of quizzically, and I say well you know if you look at the list of cities, its number one there at the top because it's "AB". So I'm from the number city in the state of Illinois. It's a town of about 3500 people. Very small, close to Galesburg, Illinois, which is where Knox College is, Carl Sandberg was born, the site of a Lincoln Douglas Debate. The Amtrak train, previously the Zephyr went right through Galesburg going out to the West Coast. We were on the trains a lot. In fact we had a little depot in our little town of Illinois, I mean of Abingdon, but the only way we could get on the train was for the conductor to wave a flag to so they would stop or the depot manager to wave a flag so the conductor would stop and pick us up. So that was kind of unique being from a small town. My family, father and mother and three children. I'm the baby. My brother Dick is in the middle and my sister Nancy was the first-born. My parents were, my mother was from a farm, Mary Bulkeley, a very small farm but she had a good upbringing there. Married my dad who was one of six children and we all

lived with my grandparents in this town of 3500 people. In fact, we all lived around the same block, with the exception of one family. So we would walk down to my grandparents for dinner on Sunday, or Christmas, or the holidays. We were one big happy family living around the block. And a rather unique thing around Abington in the early days was, you know, there weren't dial phones. And IONE was the telephone operator. So my phone number was 4. My grandmother's phone number was 1-8; someone's was 2-1. Those were the days - and I remember one of my Purdue friends came to Abington to visit and couldn't find me. And so he talked to the operator and said, "Do you know Susan Bulkeley?" IONE says, "Sure, do you want to know where she is?" and they said, "Yeah, we'd like to contact her." I don't know where I was, but she knew where I was or where I could be found and so it was just that kind of environment that I grew up in. My grandfather brought a company to town and we employed maybe 100 people of the community. And another thing was the first brick road that was put into this little town went from the grandfather's house to the factory. Just a little tidbit. And we were kind of the family name in town. My grandfather was a mayor. My uncle was a mayor. But we were all very community oriented. Giving back to the community is probably where I started giving forward; I call it today to the next generation. But we were always there trying to make the community better. Grew up in a church there, the Methodist Church and there was a library there that I was involved with, and the high school. My high school class was probably one of less than 100. But we had a great time, always had a good football and basketball team.

**KM:** And then what about college? Tell us where you went to college.

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**SB:** Well, it was interesting, my junior year of high school, I decided that I wanted... I charted out my career. I was going to go to college and I was going to learn how to become a buyer. And then I was going to go back to Galesburg, Illinois, and buy these two stores. I had worked for this woman, Mrs. Manwarn, who was probably one of my first role models. And for some reason, I didn't even know the stores were for sale, they probably weren't. But I was on the road back to Galesburg and buy those two stores and then run them. So I was talking to a family friend whose son went to Purdue and I walked in one Saturday morning for coffee, I wasn't drinking coffee then but they were. And Bill said, "Susan, where are you going to go to school? And I said, "Well I don't know I haven't decided." He said, "What you are going to do?" And I said, "Well I want to learn how to be a buyer so I can come back and buy Marita Dales. And of course they all knew who that was, or what the store was. And Bill said, "Purdue's got the best Home Ec school in the United States." And I never really thought. All I knew was I wasn't going to go to the University of Illinois. I was going to go out of state. So I never thought anything more. As a junior I applied, didn't have to take any tests to get in, thank God. And I was accepted, so I came over here to Purdue. I haven't even seen it. Checked into X Hall. Which is now...

**KM:** Meredith, I believe.

**SB:** It's the one that has the four wings, and they probably have four different names. Anyway, I was in Northeast X, and my roommate was Susan Alexander. So she

was Susan A. and I was Susan B. When somebody called up and said, “well which Susan would you like to talk to?” And even today, I mean, I was just with her last weekend, and we are just, after she said 47 years, we’re still very, very close friends. So that’s how I got to Purdue.

**KM:** What did you enter Purdue?

**SB:** I entered in 1965. And went to into the Home Ec school and I had a lot of 4-H background, and Home Ec in high school, and I had to take all these basic courses. And I was thinking, you know, I know how to thread a needle, I know how to sew. Why am I here? And so fortunately, I started talking to some other people. I don’t know how I progressed, except that I had decided by the end of that year that Home Ec wasn’t for me. That I was going to go into the Krannert school. And so, I went to school that summer, I was here for summer school. Is it hot here! Terrible! But I met a nice guy while I was here. And then continued on into the business school to get my degree. Actually, I got a... what did I get... I got an economics degree with a minor in math. I always thought I should be in math, and I investigated that but math was in the engineering school at that time, so I would have gotten an engineering degree, which might have been nice. But it was also going to take me a fifth year to graduate because of the year I had spent in Home Ec and I didn’t have all the sequence courses I needed to have. So I decided it wasn’t important for me to take four or five years to get out of school nor did I think my parents would pay for it. So I went into Krannert and got my economics degree with a minor in math. And proceeded to do great things while I was here at Purdue. One of the exciting things as I look back on it was the

women who were in the Dean of Women's office at that time. I mean, it was phenomenal and I didn't realize how different it would be but there was Dean Schleman, Dean Stone, and Dean Cook, and Dean Zissis, and Donita Stobaugh and Babs Elsbury. I mean they were all there. I was looking up to see all these women role models but I didn't realize it was different.

**KM:** But it was both Dean of Women and Dean of Men at that time.

**SB:** And you know so, I got to work for them, they were super. And I'm still very close to Barbara Cook. In fact, I saw her the other day. She's just a dear, dear lady.

**KM:** Where did you live on campus? Were you in the dorms the entire time?

**SB:** No actually, not my freshmen year, but my sophomore year, I pledged in Alpha Xi Delta. So I was in the sorority house. Which I think really was also a very significant experience for me. Being in a woman's dorm, then in a sorority house, and working and I was involved in AWS, American Woman's Society, in those days, another women's organization. And I really think that really got me going on the importance of woman's networks because I've been doing it all my life.

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**KM:** Were there many females in the Krannert School at that time?

**SB:** Oh no, in looking back there were five of us in our graduating class. Actually, I came here in '61 and graduated in '65. But I think there were five women in our graduating class and that was the first undergraduate graduating class that had women in it. But as always, I was probably the only women in a lot of my classes. It was very rare that we would overlap. But Mark Fowler, he was a professor. He

was my transportation professor. And he was the on campus liaison between Arthur Anderson in those days. And Purdue, the Krannert school, particularly the MSIA program, the master's program, was a big supplier of recruits to Arthur Anderson. Well, I was undergraduate, plus they weren't interviewing women. Now the whole recruiting process was very different than it is today, in 1965. When I went over, we would sign up for interviews, Arthur Anderson was coming in and you had to sign up for your slot. Well, I was told that, "We're sorry, Susan, but unless they say we're interviewing women, you can't sign up." And I mean, that was another eye-opener for me. My sister was eight years older. She was a business graduate from the University of Arizona, she had her CPA. She was out in the business world and so was my other cousin of the same age. You know I mean I didn't even think about it being a problem. I don't know why, but I just didn't.

**KM:** Because they were working and had gotten positions.

**SB:** Absolutely right. So I had to write a letter to Arthur Anderson asking them to interview me while they were down on campus. And so it was kind of late in the day on a Friday afternoon. They called me in and said, "Okay, we'll interview you." Didn't know if they could hire me or not because they had to talk to some of their clients to say, "Well, would you take an Arthur Anderson man in a skirt?" And fortunately, I did get a job offer. I had two job offers. Other people said, well you've got great credentials Susan, but we don't know what we'd do with a woman in our organization other than in a secretarial position. And so I got an

offer for IBM in West Virginia and Arthur Anderson in Chicago. And took the opportunity to go to Arthur Anderson in Chicago and start my career there.

**KM:** Did they have on-site visits at that point?

**SB:** Oh, no. On Campus only. I did get...Well, I should say I did go up for half a day. They didn't even buy me lunch. I couldn't believe it. I went up there for half a day and two graduates from the MSIA program did interview me up there. And I did talk to some of the other people around. I look back and think they didn't even take me to lunch, unbelievable.

**KM:** On your career path with Arthur Anderson, do you want to make some comments about the growth and changes?

**SB:** Yes, well I was the first woman hired by Arthur Anderson. People think, oh that's unbelievable. The first woman in Chicago. And I say, "No, I was the first woman hired by Arthur Anderson." Their headquarters were in Chicago, that's where I went to work. So I was always on the consulting side, or the computer side of the business. It was rather unique because when I started, I was the first class that didn't have to spend a busy season on the audit staff. There were times that I wish that I had done that. Just in order to understand that part of the business. But I didn't have to that. I learned computers by reading IBM manuals. Interesting thing is that I dropped my only computer course here on Purdue's campus, it was Fortran. We had these decks of cards, it was just terrible. Plus, you had to spend your nights in the labs trying to get these bloody things...Well, I just dropped it. I just dropped the course. I didn't like it, I didn't like the professor, I just dropped

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the course. So I didn't know much about computers until I got to Arthur Anderson. Well, I spent the next 36 years of my life working with computers, around them. But I became very... I say today that if the word geek were in the vocabulary of those days, I would have been a geek. I knew a lot about computer assembling, programming, I knew the ins and outs of computers, etc. So that's how I grew up. The second point that was really kind of unique about me was that, you know I wasn't supposed to date - fraternize with people I worked with, either from the client's point of view or from Arthur Anderson's point of view. It just wasn't...It was just one of those unwritten rules. Well, I then was the only person in a lot of my training courses, and I was sent down to the University of Illinois for an accounting course in 1966. So it would have been the summer after I went to work. An intermediate accounting course to give the consulting people more experience with accounting and to prepare people to take the CPA exam if that's what they wanted to do. Well, I was the only woman. It was the first time they had seated people alphabetically. So I was Susan Bulkeley and David Butler sat right next to me. Only woman in the class. So we kind of got to know one another. And kind of snuck around with a date here and there. And we always ran into a faculty member. But anyway, things began to gel, and a few months later, we became engaged.

**KM:** Did he work for Arthur Anderson?

**SB:** Yes he did, he worked for Arthur Anderson in Houston. And so, the third point is. One of us had to leave. At that time, there were about 480 people worldwide working on the consulting side of Arthur Anderson. Now today, that's... we have

170,000. So it's grown quite a bit. And so I had to...I mean one of us had to leave and the Houston office was pretty small. It only had 15-20 on the consulting side, of which Dave was one. So I didn't think anything about it. I thought well, ok, I'll leave. Just like, I didn't think anything about changing my name. I mean in those days, when you got married, you changed your name. Unfortunately, we were divorced about 7 years later and I thought well should I change it back? No, that was my professional name. But now, I've really realized I'm really a Bulkeley. I've spent more years as a Bulkeley so that's how I've become Susan Bulkeley-Butler. My book is authored Susan Bulkeley-Butler. I brought it back into my name. But anyway, I resigned. Got married, went down to Houston. Dave was still working for Arthur Anderson then. And I went to work for Humboldt Oil. And I was a computer liaison between the Marketing person and the computer department. And Dave decided that he was going to leave Arthur Anderson. And I wasn't that enamored with my job. I missed the people at Arthur Anderson and the work that we did. And so, after he left, I went back and interviewed them and said, "Well, could I come back, I would really like to come back." And it wasn't an automatic type of thing. I'm sure they thought, "Well, they've just gotten married. Susan's going to want to have a family. And we don't know how long she's going to stay." But they let me come back. And I developed and started my career there. And it was really an exciting thing to do. One of the things that happened that was kind of a negative was my first real slap in the face was that I was up for manager. To be promoted to manager. And I didn't make it. And I thought, this is strange. Why is this such a surprise to me? First, it should have never been a

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surprise. People should have made me aware of what I needed to do. I wasn't taking control of my career. I wasn't saying, well, okay, I want to be a manager. What skills do I need? What experiences do I need in order to get promoted? I wasn't doing that. And I thought that people were assigning me these jobs, they knew what I needed. I thought they were assigning me to the right jobs to get me there. And I wasn't looking around at my peers to see what kinds of experiences they were getting. And how different they were to mine. So, it wasn't really a surprise after I thought it through. I had too much technical background and not enough business background to be promoted to manager in Houston. So I got over that, briefly. Took a while but I got over it. It wasn't fun seeing my friends promoted and I wasn't. It's one of those things you live and learn with. And then Dave got transferred to Chicago. So I went in and said, "Dave's getting transferred to Chicago, and I'd like to go back." And they said, "Well, Susan we'll see what we can do, but it's a 50/50 chance that they'll take you back." Again I thought, "What I just came from there how could this be?" Well, they had to have a position for me. I didn't understand that. And that's why they were setting my expectations that it was a 50/50 chance. Now, the unfortunate thing was yes, they would bring me back because they had a lot of technical work up there. I was a techie and they could put me right to work. And then fortunately for me, they said if Susan doesn't come up here as a manager, she's going to get lost and it will take her awhile to get promoted. So they were willing to turn over what Houston said, you know they wouldn't promote me. Two months later Chicago said they would promote me. So I did get promoted in Chicago due to my

transfer. So it all worked out in the end. So I still had to figure out how I was going to get out of this technical role and how I could get more management experience, business experience so that I could become a business consultant. More out on the business side of the company than on the technical side. I remember saying the only person I could talk to was the VP of Computers, or information processing. I could have any kind of a conversation with them. But go out to the marketing person, I wouldn't know what to say. So, I started with a lot of technical jobs and I was out at Rand McNally, and I knew that I had to get out of the technical world. So we had a job come up in the Customer Service Area that was computer based but it was out in the custom service area. So this was the first time I really asked for what I wanted. I didn't realize it then, as I look back. And I did, I asked for what I wanted. I went to Neil Doppelt who was a partner on the job. And I said, "Neil, I want to be the manager on that job." And there were the hums and haws. "Well, can you do it...?" I said, put the right team around me and we've got the best of both skills. And after a while, it worked out. The client person who I was working with was Shirley Manning, the first woman client that I ever had. And she is still a very close friend today. And we have a very good time remembering the old days at Rand McNally. And that was really when I got my foothold outside of the technology world and into the business world. So I did a lot of projects for Rand McNally and the governments and I did some work for the auditors. And so then, I was riding up in the elevator one day in the Arthur Anderson building. And I saw a friend I hadn't seen in a long time and I said, "Dick, what are you doing here?" And he said, "Well, Harvey really

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wants to get into the training business.” And I said, “What do you mean by that?” And he said, “Well, you know all the training courses we have in St. Charles, you know where we train our own. Clients want those for their own people. And so Harvey things that would be a good business opportunity for us. And I said, “Oh that’s pretty exciting.” And I got really excited about this. I mean I’m pretty futuristic. I mean that’s one of my strengths. I mean here’s a new opportunity for me to be involved in creating a new business line for the company. Kind of an entrepreneurial aspect. And so I was talking to Dick about being on the team. And I was talking to my other friends and they said, “Susan are you crazy? You’re going to risk your career on that.” Well, I’ve learned to follow my gut. And my gut said you know, one of the things you do on a computer system is you have to train the users on the system. And I thought now, if we did a better job in training the users, we would probably have more success going in because training the users was always an afterthought. And if we had some money left over to create the training programs, we would do it. But it wasn’t a concerted effort. And so, I was a part of that team. And little did I know, later I would be promoted to partner as a result of my experiences in developing this new line of business. But I crafted the whole service line crafted into a more consulting practice where we would team up with the technologists who were installing these computer systems. But we would team up and do the people side of the business and get the people ready for the technology so that together it would be a success. And that’s still a practice area today. I think it was a little ahead of its time but we got it started and it was a lifesaver. So we all know how important the

people are in any business and when any change comes through, you have to change the people. Get them out of the old way of doing business into the new way. So that's how I made partner. And little did I know that, you know I've talked about how important it is to know your supporters and advocates. And it wasn't until probably two or three years ago that I knew who my real advocate was to get me into the partnership. It was Bill Miller who was running what was then called Administrative Services. This was the consulting side of the business. And he had told the partners that I was working on that he wanted Susan in the partnership. Unfortunately, he had died by then and I couldn't thank him for all of that. But Bill was s a great person, of course, I love him to death and I'm really happy to know that he was an advocate for me. I can remember one day, I was having lunch with him, and this was a point in time where I thought, you know, I just need to have my MBA. So I was having lunch and we were walking back.

30:00 And I mean he was this tall good looking stately gentleman. And we were standing on the street corner and we were talking about me taking my vacation. And getting into an executive MBA program at Northwestern. Work on weekends, and do whatever. And we were standing on the street corner, and Bill was looking down at me, and he said, "Susan, you know, if we thought that it was important to have MBA's in the partnership or have people with their MBAs, one, we would only hire MBAs, or two, we would train you so that you got your MBA while you were working for us. But we want to develop partners. And what I want you to do with that time is develop yourself as a partner. Because you don't need an MBA to be a partner." Now I wanted the MBA for me, more as a credential but

I took him on it. And I didn't go get my MBA. Now today, I go over to Krannert and participate in a program called "Why an MBA?" And I talk to the woman about why it's important to get an MBA. Go out of school directly and get your MBA. Because the chances are of you getting it, as you stay out longer, go down dramatically. So I'm a big believer, men and woman of getting their MBAs, of supporting them. But I took his advice and went on, and did what I needed to do to become a partner, which didn't include being an MBA.

**KM:** Well, I think you need to put it in perspective of the times, and the times are different now and they'll be different in another ten years. I think that's key.

**SB:** So, there was another door that I opened here because I then became the first woman partner in the administrative services division, or what's now the company called Accenture. And that was great fun. I had a good time. but I had a really good time helping the other women come up through the organization and see other partners being promoted. We'd go to our partners meeting and I was the one obviously for a while. But then the women used to get together as their used to e more of us and have breakfast together. And first there was one or two more, then it was three or four more. And then one day we had the entire table full of women. And we were making a statement. Then we used to go out and have a woman's night out at the partner's meeting. People would see us leaving and say "Susan are you ready to up-rise against the firm." And I said "No, no, no, this is just a way for us to get together." I mean it was a way for us to bond. It was a woman's networking thing. So we could help one another and share our experiences. And be there for one another. What I would also used to do was to

go around to many offices to conduct training programs. And do one thing or another. And when I went to another office I would go to the administrative person in the office. I would go to the administrative person in the office and say, "You know I would like to go out to lunch with the woman in your office if that would be something you would like me to do." Because many of them didn't have a woman manager or see a partner that happened to be a woman. And so we'd go out and some women wouldn't come because the guys on their jobs would say, "We don't get invited out to have a men's lunch." And of course my answer to that is they're at men's lunches all the time because they're always together. But some of these women wouldn't break out of the mold to come to the lunch. Others did and it was really an eye opener. I would see them later and they would recount to me that day we had lunch. They would talk about what I wore, what I said. I made an impression but I also showed them that I didn't have to be a man in a skirt. That I could still be a female. And I love being a female and I love being treated like a woman. I let people open the door for me. And go from the bag of the elevator out first. And I let people carry my bags. I mean, you know I love it. But I got a call, I said you know, if you want to talk any time just call me. So, I got a call one Saturday morning from this young lady from the Seattle office. She said, "Susan, you said I could call." And I said, "Sure. What do you want to talk about?" And she said, "I just found out that I'm pregnant. What do I do?" Because she thought she was going to lose her job. She didn't know who to talk to in the office. She didn't know what to do. So fortunately I was there as an ear to listen and help give her some direction. I got many calls like that because they

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just didn't have anyone to talk to. That's how I started mentoring women, which I've been doing for the rest of my life.

**KM:** They feel comfortable. And there's that comfort level that people are very open and they have no hesitancy and there are others like that.

**SB:** Absolutely. And that's why I wanted to go out and have lunch with them. So they would get to know me and

**KM:** And feel comfortable calling. "I mean this sincerely. You're welcome to give me a call anytime."

**SB:** One of the great things about Arthur Anderson and the culture of Arthur Anderson was the open door policy and whoever you wanted to talk to, whenever you wanted to talk to the door was always open. And people would stop what they were doing to take care of the people. And I think that was a really great thing that I got out of the Arthur Anderson culture.

**KM:** And it permeated through your life –

**SB:** Absolutely. Another big thing, you know it's so sad what happened to Arthur Anderson, I mean, it just breaks my heart. I started there and it was a great, great company. One of the other things that I learned about was making a contribution to your community. In those days, the Arthur Anderson office was dependent on the economic viability of the community. Because that's how we got paid. We were working with clients in that city like St. Louis or Chicago or Detroit. And if it wasn't a vibrant city, our office wasn't going to be successful. And the people

weren't going to have jobs and all of that. So we were, it was our responsibility to give back to the community for our having been there. I mean we earned our money there but we were expected to give back, to make it a better place because we were there. And I talk about that today. And I say, "If you're not making a difference where you are, then you're wasting your time. You're investing your time somewhere, make a difference with what you're doing."

**KM:** Good point.

**SB:** Very critical, as far as everything I do.

**KM:** You were in Chicago and then you moved to Houston. You were transferred, that's where you got transferred to?

**SB:** Well, I was in Chicago. When I got married I went to Houston then I went back to Chicago when Dave got transferred. That's when we got divorced which was kind of a sad thing. We're still very good friends and when his mother was alive, I mean, I'm still very good friends with his whole family but it just wasn't working out. But the interesting thing was, it was kind of an awareness thing for me. I really kind of had to grow up because we'd gotten kind of used to a pretty nice two income family. And I suddenly realized, Oh, Susan, what are you going to do? I mean, one income. You're used to two. You don't have anyone over here to willing to contribute another check to you to get another double income. What are you going to do? So this is when I really started focusing on the partnership. And saying well maybe that's something. And I did this after two of the partners said to me, Susan, you can be a partner. And I never thought about it because I was

way down here and the partners were way up here. I communicated with them but I didn't really know any of them and they were older than I was, to me, a lot older. So that put a new idea in my head. But the other thing this did was it was it also showed to me the importance of having mentors. And mentor wasn't in my vocabulary in those days. But thinking back about it because mentors are those people that often see possibilities for you before you even see it. And I think back about Dale Hitchcock and Don McCovery in the Detroit office. They were the ones who said, "Susan, you can be a partner." They saw me as someone that could be a partner. They helped plant that seed in my head. And then they said, "We'll help you get there." So that, again, I think was a formulation of my mentoring, how important mentors are. And how important it is to really take what others see about you and think about and say, oh, what a possibility that is. So they planted the seed. Fortunately, I was on the road, I was in a position that was going to make me partner and I was promoted to partner.

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**KM:** That's nice.

**SB:** Pretty exciting.

**KM:** Let's move on to Purdue connection. You've been involved in the President's Council. You were the past president [of the President's Council] and now you're on the Board of Trustees. So you've really got some – and the campaign for Purdue's steering committee. So it goes back to what you're saying –

**SB:** I've done a lot and I look back again. And it all happened I would say to when I got promoted to partner. And Dennis Weidenaur saw a future for me here at

Purdue. I mean, he also knew that I was on the pathway up and he saw a lot of different futures for a lot of different reasons. But he did see that I could make a contribution down here with my time and my resources. Little did I know, the resources I was going to be able to contribute in those days but mostly it was my time at that point. And I can remember, he called me up and said, "Susan, we're going to be in New York." And I was living in New York then. "And we'd love to have breakfast with you. Would you come in and have breakfast with us?" And I thought, Wow, I mean, I'm impressed. Those weren't the kinds of people, I mean I wasn't the kind of person that they were usually talking to but, wow, I'll have breakfast with them. And little did I know where that breakfast would lead. But Dennis had the idea of putting together the Krannert School Alumni Association, KSAA. And he wanted me to be a part of the development of that and I became the president of it. And it was a very exciting opportunity. Arthur Anderson in those days was happy for me to be down here because we were recruiting a lot of people down here so it was twofold. It got me down here to help Krannert but it also helped the company in their recruiting process. So that was my start. Good old Dennis Weidnauer seeing possibilities for me and me saying yes, I'll get on the team. So I went from KSAA to the Dean's Advisory Council. Spent a lot of time, as I say, providing consulting hours to the dean. Working on marketing and strategy and things like that. Speaking to the students, getting involved. And then in 1999, I was honored by the Krannert School with my Honorary Doctorate. Complete surprise, had no idea.

**KM:** Who did you get a call from? Did the president call you?

**SB:** Yes, yeah. Dr. Beering. Right. It was very exciting.

**KM:** A nice and well deserved honor.

**SB:** Yeah, well, now, I'll say well deserved now. I'm not, I don't pat myself on the back but I look back on that and say – And I've done well by them. They have many honors that I've received because of my contributions at Krannert. And then the first thing that I did from a development point of view was decided that I was going to support a woman student. What I wanted to do was provide a scholarship for a woman out of state that would become somebody like me. It would be somebody that wanted to get into Krannert, somebody that had leadership skills, capabilities demonstrated coming in, they'd done that in high school. But they couldn't come to Purdue if it weren't for my scholarship. So I wanted it as a recruiting tool. And so, that's how it started and my first scholarship was for Michelle King who was from Sparta, Illinois. And she even says today, "I would never have come to Purdue because of the cost, if I hadn't had the scholarship." So that was pretty exciting. And then through the – I got on the steering – Dr. Beering's campaign cabinet and you know, I mean, my scholarship wasn't that big. But I did then develop that scholarship so that its endowed and annually, you can get it for four years if you meet that criteria of grades and on-going leadership. So right now I'm in my fourth scholarship winner. Which is pretty exciting. And I get pretty close to the young women when they're here and I'm still in contact with all of them.

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**KM:** I think that's important. That they need – they need to know who it is and kind of interact and then you keep in touch all the time. It's good for both sides.

**SB:** It's very exciting. So I got more involved with the campaign committee. Campaign Steering Committee and then the next thing that came up was probably the President's council. Carolyn Gary got me going on that. It was pretty exciting and I was in that position for two years. Really I thought helped expand it. Increase the membership, increase the donations. It was great fun for me and met lots and lots and lots of people and I continue to be on the advisory committee of the President's Council, so that's fun too. And then, let's see, what's next?

**KM:** You got that Butler chair and learning development.

**SB:** The next thing was probably my chair at Krannert. I didn't understand early on how important endowed chairs were. And so, I think this was right at the beginning of the Jischke campaign. I'm not sure time-wise-around in that era. They had some money, some contributors, who had put up a lot of the money, like half of the money but they weren't interested in having their name on the chair. If I would put up the other half of the money, I could put my name on the chair. So that's what I decided to do. That was my first endowed chair because I understood then how important endowed chairs were to any school. And at that time, I mean even today I think we are way below our competitors in the numbers of endowed chairs that we have. And I know at the business school at that time we were way below. So I wanted to get very active and be a part of that. So I think it was Rick Koser said, "Well where do you want endow the chair?" There

was a finance option and there was an operations management option and maybe there was a third, I'm not sure. But I decided I wanted my name on the operations management chair because that was very unlikely for a woman. You know, it was typical for women to be in finance. But I wanted a woman's name on a very male-oriented area. So that's what we did. And I'm very excited about that people that have been in that chair. I wanted a woman in that chair but there aren't very many women in Operations Management.

**KM:** It'll come. It just takes -

**SB:** It'll come. And then following that we got into the big Jischke campaign and I wanted to do more. Sally Mason and I were talking about the Discovery Learning Center and how exciting that was. We both got very passionate about it. I was also passionate about leadership and so I wanted to start an institute that would be connected with the Discovery Learning Center. It turned out to be the Institute for Leadership Excellence. And I do have a chair there so not only do we have the Institute but we have Beverly Sipher in that chair now and is doing gang-buster things to help women, not only just in the University, but that's very important to me, getting more women on the tenure track, getting them involved in their careers and moving up the career chain but also maybe one day, bringing women from outside in to learn more about leadership. I need to stop a minute.  
[Coughs] Sorry.

[Pause]

**SB:** So Beverly is doing great things in the institute. And ultimately what I want to do is think about bringing in people from the outside and helping develop women leaders in corporations that are looking – and using the resources here. And we're also taking it to a different level in that we're using the Institute to support leadership for students and starting a program with Leadershape, which is an outside organization but it's a five day program where we really immerse students, 50-60 students at a time, talking about integrity, leadership and integrity. Which to me, is just a great, great thing. We're often running with the institute and its very exciting what's going on. But then, we got into, I thought I was done. You know, I was really done, I'd done enough, at least for now. Until I heard Sammie Morris talking about the Archives, the Women's Archives in the Library. The night that we hosted the Women of Purdue in the Libraries. I mean, you were there. It was an exciting thing. I had no idea what was going to happen that night. I mean, I was just there, being a part of the program. Then I heard Sammie talking and I remember the big Amelia Earhart exhibit that was here in the gallery here on the first floor of Stewart Center. I mean, it was a fabulous thing. To see all of Amelia Earhart's things, right there. To walk around to see what people said about her. It was just amazing. Of course, it probably sewed some seeds in my head that I didn't know. But then that night when Sammie was talking about the Archives and the things that she had from other women at that time, I got so excited. That night a dinner over at Dean Mullins home, my financial advisor happened to be there and I said, I know I'm not supposed to do any more but I'd really like to name the women's archives. And she said, Well,

okay we can do it. And so I talked to Dean Mullins that night. This was so off the wall, it was unbelievable. It was very exciting. It was just an indication of what happens when your passion gets you. I was so excited that night. And we signed the deal, I mean we didn't sign the deal but we got it going that night. And Sammie was excited and Judy was excited. We were all excited about the opportunity. And of course today, we've got our inaugural exhibit including my cords. I haven't seen them yet, but including my senior cords in the exhibit. To really get it all up and running and celebrate what they're doing with it. So it's exciting.

**KM:** One of the things we've been talking about- I was going to –Mentoring you talked about earlier, that was on the thing. And then, the diversity certainly has been addressed in many of the comments. You've really brought that to the fold.

**SB:** Right. I talk about diversity as a big umbrella but I'm really focusing on women as a part of that. And my whole passion now is to change the look and feel of all of our organizations, corporate America the world that we play on to get more women up into the senior ranks of the corporations. To get more women CEOs, to get more women on Boards of Directors. And people of all diverse backgrounds. We all come with different skills and capabilities. If we would just take advantage of these skills and capabilities. What we could do is far greater than what is done today with the majority being white males, with a single set of kinds of skills. Of course, they like to hire people like themselves. But they don't see what the package could look like if in fact there were more people of diverse

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backgrounds in their leadership teams. And that's what I'm all about. Hopefully it's going to change before I leave this earth. That's my goal.

**KM:** You want to change the tape.

[Tape changes]

**KM:** Talk a little about the Susan Bulkeley-Butler Institute for Leadership Tucson.

**SB:** When I retired, I retired after 37 years at...what became Accenture. One of the most exciting things that I... part that I had in the growth of that firm, was when the CEO George Chaheen, came to me and said, "Susan, I'd like to have you come out and be the manager partner of the office of the CEO." And I had no idea what that was all about. It Just, In fact, I told him no. I loved what I was doing at the time and I told him no. Somebody looked at me and said, "You told the CEO no?" And I said, I didn't think I had to tell him yes just- I mean I knew him. He was a friend. I didn't think I had to tell him yes just because he was the CEO. Well, long story short it was a mistake. One of his friends – one of the people in his peer group called me up one day and said, "Susan, did George call you?" And I said, "Yes." And he said, "Well, what did he talk to you about?" And I proceeded to tell him. And he said, "Well what was your answer?" And I said, "Well John, I love what I'm doing and I didn't know exactly what that job was about." Long story short John convinced me that I had made a gross mistake. That I should have said yes. He convinced me that we were in arbitration with Arthur Anderson at that time – It was Anderson Consulting and Accenture trying to split. And so we were in arbitration. We're going win the arbitration. You're

going to be right at the seat of the CEO helping create the new company, taking it public, making it a big company. And of course, that's not what I had in my head. I had conjured up all sorts of different things.

**KM:** Just by the fact of the title –

**SB:** Right. Anyway, John convinced me. I did my mea culpas and I said, "George, I would love to do this job with you." So long story short, George said, "Two years, that's what I'd like to have for you – time wise commitment." He left in a year. So then, an interim CEO came in. Well he didn't know what a CEO was. He didn't know what was going on in the CEO office so I hitched arms with him and everything he did he had to do with me because he didn't know what to do. Although he knew but he really didn't know. So when the new CEO was appointed he said to Joe Forehand, "Joe, you couldn't – you've never been a CEO. You can't get along without Susan." And so again, I hitched my arm to Joe. And we went through – I can't remember – 3 or 4 years together. And we did win the arbitration. So I was there helping him through that process of winning the arbitration. Then the first thing we had to do was change our name because Arthur Anderson owned the name Anderson Consulting. So we had to change our name in five months which was unheard of. We announced it on 01-01-01. Our new name was Accenture. And then in that spring we created a corporation because we were going to do an IPO. We had to get all these partnerships from around the world to agree and vote on becoming employees now which was totally unheard of. Nobody really wanted to do it. But Joe convinced them that it was the right thing to do for the company. And so in August that year we went

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through an IPO. Everybody said this is a horrible, horrible time. You shouldn't do it. We went ahead and did it and thank God we did because right around the corner was September 11. And had we not done it in August it would have really been a bad time. I mean, who knows what would have happened. So that's what happened and then after I had done all of that I retired after 36 years. And then people said, "Well what are you going to do, Susan?" I had started writing my book. People had said well you need to write your book. So I had started that process and it was going pretty well but it was hard. It was a hard thing to figure out what you wanted to write in your book. And so, I had a Dean of the Business School, Mark Zupan, at the University of Arizona, took me to lunch right after I retired. And his question to me was Susan, what is it that you want to say you've achieved in 5 years. And my first answer to him was, Mark, nobody asks me that question. I ask other people that question. But you don't ask me that question because I didn't have an answer. But I've learned how important it is to listen to your thoughts, how important it is to hear the thoughts going through your head. And by the end of that lunch, I was able to say, Mark, at the end of 5 years, I want to have impacted zillions of women and girls. I have no idea where that came from. I have no idea how many zillions are. But what that did was that got me to focus my time, which was my most important resource, my time, on making that happen. Once I had committed to that, I was – He was going to ask me about it all the time if I didn't talk about it myself. Where are you? And so, my book fit right into that, I started speaking trips, there were speaking engagements, things I was doing here at Purdue were women-focused. I mean, I

had grown up mentoring women so that was an easy thing for me to do. So it all sort of fell into place that this institute was the right thing for me to do. And I still love what I'm doing and it's amazing the stories that I get back about, "Oh, your newsletter, Susan. Boy it just hit me right on." I mean this last one had to do with know your strengths. Because I had just gone through a process of identifying what my strengths are. You know, when people know me and I tell them what my strengths are they say well of course. I mean, I'm a futuristic person, I'm a strategic person, I'm an inclusive person, I help develop people. I mean that's me. And this young lady said, "You know I had to take time to think about my strengths and you know, I'm going to talk to all my people in my new department and we're going to start focusing on everybody's strengths." It's those kinds of things that keep me going all the time.

**KM:** And you make an impact. These are small things but they're key things that people don't –

**SB:** One-by-one I'm making an impact. But then, the other night we had this Women's history month event in Fowler Hall which was so exciting because France Cordova was there, our new President. The Lieutenant Governor was there, Becky Skillman and I was there. Three pretty powerful women talking with these young women about life after Purdue. All of my sorority sisters, Alpha Xi Delta sorority sisters were there. They came in one big mass to hear me talk. And this was pretty exciting because last summer I had gotten the Alpha Xi Delta women of distinction award. Which, my name was proposed by a student that graduated a couple years ago and I had gotten that honor based on that

recommendation. I'm looking at bigger opportunities like that. Next week, in Atlanta I'm talking to about 150 Alpha Xi Delta young women. College kids and then I'm going to talk to about 150 women alums from Georgia Tech. So, that's when I'm getting the masses. But I love what I'm doing and I'm not out of date.

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That's what I'm always concerned about because there's several generations between me and the students now and when I find I'm out of date I'll probably pull back. Unfortunately, my stories are still important.

**KM:** One of the other awards that you got, the Sagamore or the Wabash. How did that come about?

**SB:** What an exciting thing! Again, it's one of those things that I didn't know about.

**KM:** Who gave you the call?

**SB:** I think it was Carolyn Gary. I'm not sure but – or maybe it just happened one night at one of the events. It probably was a surprise. That was it. It was a surprise. SO I didn't know anything about it. But it was because of all my work here at Purdue that that was a significant honor that was bestowed upon me by the Governor.

**KM:** And you can also tell people that they have a room named after you which is in the Purdue Memorial Union.

**SB:** Right. That's right. I hadn't put that together until right now but the Sagamore. Oh, my goodness, Katherine! Learn something new every day. But I hadn't really connected the dots there. Thank you for that.

**KM:** You memberships. You've got quite a few and you keep pretty involved both here at Purdue. And that Fortune's most powerful women in business summit. That's kind of –

**SB:** Those were exciting days for me. Of course, my business acumen isn't as significant as what I'm doing today so I don't get invited to those kinds of things. Those were women's networking opportunities for me. To get to know other women around the country, around the world in some cases. And it was very exciting. The committee of 200 that I'm a member of, its more than 200 hundred top women entrepreneurs. But an exciting group. Christy Hefner, is in that group. Lillian Vernon, who has her mail-order catalog is in that group. The lady that runs the Tootsie roll factory company is in that group. It's just exciting when these women get together and talk and share stories and really help one another. I mean, there are many times that I've called upon these women to help me. And a key person that is in my life today helped do the research on the committee of 200. To see if there were 200 women that would fit the criteria. Karen Paige. Karen Paige is a dear friend of mine, part of my team. I say that to be successful you have to have an aspiration. You have to have a team to help you. You have a plan and then you have to navigate it every day. That's my make-it-happen motto which is in my book. Well, Karen helped me write my book. She is a real mentor of mine and I of hers. In fact, she and her husband are coming to give a key-note address to give a delivery, a delivery of a key-note address at the black tie dinner coming up in a few weeks at the Hospitality and Tourism group do every year. They have a new book out "What you drink with what you eat." And

its everything from milk, and water, and beer and all the way up to wine with what you eat. And they're talking about their book. And it happens to be dedicated to me. Which is so exciting. They're on my team and I'm on their team. And it's really exciting. You never know where you're going to find these women and them have a touch one way or another.

**KM:** So you have to keep reaching out.

**SB:** And taking advantages of opportunities.

**KM:** How about a favorite memory of Purdue?

**SB:** You know, there are so many memories of Purdue. If I go back to Dean Weidenauer who got me started. Before that Mark Fowler who got me started at Arthur Anderson. Dean Beering and Jane, all of the memories that Jan has provided, with taking pictures everywhere. You'd always get a Christmas card from them with a picture of you in it. So I have a lot of memories of Jan and Steve. And then came Martin and Patty. Became very integrated with them as a team. Helping them develop the preeminence of Purdue and taking Purdue to another level. That was very exciting. And now, being on the Board of Trustees and getting that call from Mitch Daniels. That was a surprise. I had always wanted to be – that was one of my goals – to always be – you know, you think about aspirations. I'd done a lot. But that was kind of my ultimate aspiration, was to be on the Board of Trustees. And I tried one way and it didn't work and so I kind of said, "Well, maybe it's not to happen." And so I kind of in mind, written it off until Mitch Daniels called and I was floored. Because here I was in Tucson,

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Arizona, so far away. He was asking me to be a part of the Board of Trustees. Wonderful, wonderful, wonderful. Surprise and a big thank you to him for reaching out to me. That led me to be on the search committee for our new president, after Jischke decided that he was going to retire. So, I was selected to be on the search committee to bring our current President in, Dr. France Cordova. Which was just an exciting, exciting opportunity. I look back on that and saw, Wow, what an experience. And now, to be a part of this new presidency and being a part of helping her take Purdue global in a big way, I hope. And to bring up local in a big way, with our engagement activities, with bringing more research into Purdue and solving more of the world's problems here. It's very exciting the opportunities that are available and I'm just loving every minute of being involved. I love it some much that I just bought a condominium. And I love my condominium here. Looking right down on the Wabash River, over – during the winter I can see the lights from the university. I mean, it's wonderful. Couldn't have a better life.

**KM:** Good point. How about some closing comments.

**SB:** Every time I talk to audiences – and tonight – I just thank people for being involved wherever they are for the contributions they're making for the difference they're making. I talk to young women today and other women to say, what's the legacy you want to leave. And in my book *Become the CEO of You, Inc.*, which talks about my make-it-happen model, but it also, believe it or not, I've written my eulogy. And that's kind of grime. But the idea is, if you think about the legacy or if you think about what you want to have people say about you when you pass on,

now you've got time to make it happen. So that's my whole story, to have people think about who they want to be, not who somebody has said you ought to be this or you ought to be that, or somebody gives you this to do list but who do you want to be. As Eleanor Roosevelt says, "What are the dreams that you want to follow and go make it happen." Make it happen for yourself because if you don't follow your dreams, if you don't follow who it is you want to be, then I say who have you outsourced it to? Who's out there that's going to make it like they want you to be rather than how you want to be. I guess those are my parting comments is to take care of yourself, be the CEO of who it is you want to be, but be careful in accepting that role as CEO – One, you have to take responsibility for you. So you use my model. Who do you want to be? Who's on your team because you can't do it by yourself? What's the plan? And how are you going to get there every day? And you got to spend time on yourself. How many times do we worry about everybody else but we never worry about Katherine? Or we never worry about Susan. We're always taking care of everybody. Why is it that our time on our calendar, gym time, or exercise time. And feel comfortable about saying, I'm doing it for me. Because that's what we need to do. We need to take care of ourselves as well as everybody else.

**KM:** So that we can we can also perform better. It has to be both ways.

**SB:** Absolutely right. But we were raised by our parents and we saw them taking care of people all the time. That's why we do it. I'm trying to get people to spend a little time on themselves, to be the CEO and be who it is to achieve the dreams you want to achieve.

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**KM:** Thank you very much, Susan. This concludes the interview with Susan Butler.  
Thank you very much.

**End of Interview**

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