



BARBARA MCCONNELL BARRETT
1950

Honored as a Historymaker 2008
Arizona's Renaissance Woman



Barbara Barrett photograph by
[Mike Paulson](#)

The following is an oral history interview with Barbara Barrett (**BB**) conducted by Pam Stevenson (**PS**) for the Historical League, Inc. and videotaped by Bill Stevenson on June 18, 2007 at the Barretts' Paradise Valley home.

Transcripts for website edited by members of Historical League, Inc.

Original tapes are in the collection of the Arizona Historical Society Museum Library at Papago Park, Tempe, Arizona.

PS: We'll start off by having you give me your full name.

BB: I'm Barbara McConnell Barrett.

PS: Tell me about where and when you were born.

BB: I was born in Pennsylvania during a blizzard on Christmas evening and morning after Christmas. The doctor couldn't get there, so I was born at home. I grew up in southwestern Pennsylvania. My father considered himself an Arizonan.

PS: Just for the record, can you tell me when you were born?

BB: I was born the day after Christmas, 1950.

PS: You say your father was from Arizona?

BB: My father had been a cowboy in Arizona when he was young. He joined the service in Prescott, Arizona. He was hurt during the war. They put him in the hospital in Pennsylvania which is where he met my mother. They married, settled down and raised six kids. He raised us telling us the great stories about Arizona.



PS: He wasn't an Arizona native?

BB: He was not an Arizona native. He was an Arizonan by choice, like so many Arizonans are. He had been here as a cowboy, working on the ranches. At that time, it was the post-Depression; a lot of people were roving and looking for work wherever they could find it. He worked for ranchers and was a cowboy in Kingman, Prescott, and Bagdad, Arizona.

PS: Bagdad is a little remote, even today. I can't imagine back then. Where did he come from?

BB: My father had grown up on a farm; he was a cattleman from birth, but Arizona was in his heart. He said he'd seen too many Westerns [movies], but he wanted to go see this place called Arizona. He rode the rails to come to Arizona when he was sixteen; ran away from home and came out West to be a cowboy. That was a hard life, a very difficult life, but he seemed to have gotten along fine with that. He was very anxious to join the United States Army and help the country during World War II.

PS: So many were. Where was he born and where did he grow up?

BB: My father was born in Turtle Creek, Pennsylvania which is a rural area in Southwestern Pennsylvania. He spent his youth in a little town called Blairsville, Pennsylvania.

PS: That's where his roots were when he went back to Pennsylvania after the service?

BB: That's right, exactly.

PS: What about your mother? Where was she from?

BB: My mother was also from southwestern Pennsylvania, in East McKeesport near Pittsburgh, Pennsylvania. She was raised by a minister.

PS: You said they met during the war years?

BB: My father and mother met just about the time the war was concluding. My father was convalescing in a hospital near Pittsburgh, and met my mother. They married and settled down on a farm in Indiana County, Pennsylvania—Jimmy Stewart country.

PS: He was injured during the war?

BB: My father was hurt in the Army during World War II.

PS: You say you were born on the farm that was rather remote. Where did you fall in the family of six



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kids?

BB: I was the second of six children. I had an older brother. And then the succession continued. There were four younger than I. My mother and father were Bob and Betty McConnell. My oldest brother was Bob, then Bill, John, Jill and Patty.

PS: I thought you were going to stay with “Bs!”

BB: Yeah, we ran out of “Bs.”

PS: Tell me what you remember about your parents. They were farmers. Did they make a living farming?

BB: My father always had horses and farming in his blood. We lived on a small farm. It was basically a subsistence farm, with a couple of beef cattle, chickens, pigs, goats and sheep—the usual array or menagerie of animals on the farm.

But that didn’t make a living. He was a coal miner and a steel worker and factory worker. He would try to get the midnight shift so that he could be home with the kids as much as possible during the daytime. He would work generally eleven to seven. He never seemed to sleep. I recall very well his saying, “Wake me up in half an hour.” And that would be his sleep for the day. He was a tirelessly hard worker. And farming took hard work. We always had horses, eventually 24. We raised some crops—corn, oats, and sometimes wheat. And of course, did our own haying, which from my perspective, was about the hardest work there is. Made a lawyer out of me!

PS: What about your mother? Did she work outside the home?

BB: My mother would take jobs on and off. She had been a professional woman in her youth. Then raising six kids was pretty much a full-time job. As we aged, and after my father’s death, she would take jobs generally for short periods of time. She did not have much of a career after that many kids.

PS: What kind of jobs did she do?

BB: She had been a telephone operator back in the days when operating a telephone required operators. She worked at a hotel as a night clerk. She even worked in a plant nursery. She had a variety of jobs, trying to make ends meet. But really the farm was an increasingly large part of our family income. We took people horseback riding for a living, too. That was an outgrowth of my father’s time and instruction, and his history here in Arizona.

PS: What are your memories of growing up on the farm?



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BB: Growing up on a farm is a lot of work and a lot of joy and a lot of fun. Being a big family on a small farm, everybody got involved. Everybody got engaged. We all had chores that we did. One of the things that was great on the farm was that my father didn't have a significant income, but he planned for the future.

One of the things that he did was, as each of us reached about four or five years of age, he gave us an animal. I received a calf, a heifer, as a gift at about age four. Then it was my job to raise that calf, make the decisions about the calf, and to have the offspring of the calf. I was very fortunate that my calf was a heifer. My calf had calves. And that was both a responsibility, as well as an opportunity, to learn a little bit about investing. And whether to butcher the calf, sell the calf, or breed the calf. What kinds of things would you decide to do? One, because I had a heifer and then her first calf was a heifer, I was a ranching magnate before very long by having these calves. At one point, I sold future rights to one of her calves to my brother in order to get some money to buy a pony. Then I gave pony rides on Saturdays and Sundays through an aggregate of money I had saved and the sale of the future rights to my calf.

PS: Quite an entrepreneur as a child!

BB: You know, on a farm you have to be creative about what you do to come up with funds. I sold embroidered handkerchiefs, on the corner. I sold apples. I sold *The Grit* which was a newspaper that was delivered home to home, especially in the rural area. They didn't allow papergirls, but my brother was the paperboy and he broke his leg, so I was drafted into service. It turned out the people didn't care whether their paper was delivered by a boy or a girl as long as it was delivered and delivered in a timely fashion. So I was a subterfuge, a paper girl when that wasn't permitted at the time.

PS: You were breaking those barriers even back then.

BB: Not intending to, but just needing to. On a farm, you do what you have to do. I think that's familiar territory for anybody who's in a farming background.

PS: You mentioned you had chores. What sort of chores did you have?

BB: On our farm the barn was at the top of the hill and there wasn't water to the barn. So carrying water up the hill was painful, especially in the wintertime when the hill was icy. Carrying big buckets of water up the hill was a challenge, but that's part of what you do having cattle and animals.

I was raising ducks at one point and fed the ducks every morning and every night. Sometimes, depending on what else was going on, I would help with the milking. You've got to milk the cows. That's basically a six in the morning and a six at night project. You have to be there no matter what, no excuses. Milking the cows is something that is a real obligation. You have to be there to do that.



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Haying, lifting the bales of hay was pretty much men's work. And I was out-lifted by upper body strength. I was dwarfed by the men but I still was out there doing a lot of the stacking. Haying was the season where there wasn't much discrimination between the boys and girls. It was probably the biggest role on the farm that wasn't so much a chore.

When my father died, I was responsible for the horses. We had at that time twenty-four horses. Taking care of the horses was a full-time job. That was the basic income for the family. So I broke the horses, trained the horses, shod the horses. I was responsible for feeding and tacking up, and taking people horseback riding.

So the early years chores were the lighter chores. After my father's death, it was pretty intensive running a business. Some weekends we were on horseback for twenty hours a day. As long as there were people who wanted to come riding, I was there to take them.

PS: How old were you when your father passed away?

BB: When I was thirteen, my father passed away. He was out horseback riding with a group of people that had come to go horseback riding. He had a heart attack and fell off the horse and was gone. So all of a sudden things changed a great deal. And my time on horseback increased dramatically.

My older brother went away to school. My younger brothers went to an orphanage. And my two younger sisters, the younger was just born when my father died. My mother fell apart. So I was pretty much raising two younger sisters, running the farm and providing the income for six kids and my mother, four of us being at home.

A lot of things changed with my father's untimely death. That was a transformation from the comfort and innocence of youth to the hard work of running a business and caring for a family.

Fortunately while I was on the farm, you did what you had to do, and I had learned to drive. My father had taught me to drive. I was tall enough to reach the pedals and that was the distinguishing characteristic of when you could drive. I drove a lot on the farm. That was very helpful even though I was too young to legally drive. I needed to drive. I would drive to do basic, local, immediate area driving as needed.

PS: Thirteen is pretty young for all that responsibility. It must have been a difficult time.

BB: Well, I was thirteen years old, but I was also acting in many ways like an adult. I do remember driving to Girl Scouts when I was thirteen. Probably wasn't fitting exactly in line with the requirements of Girl Scouting, but driving to Girl Scout meetings and parking at the top of the hill and walking to the Girl Scout meeting was my own little secret. I was a girl, but I was also serving a pretty adult role.



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PS: You say that your mother fell apart at that time. And two of your brothers were sent away?

BB: There is a wonderful little story about the Hershey Chocolate Company. Hershey Chocolate Company was founded by a man named Milton Hershey, who was an orphan himself. He decided to build an orphanage and a school in Hershey, Pennsylvania. Young boys who were orphaned were invited to come to school. They were teamed with house parents, and given a great education as well as a good upbringing; rigorous, but a very effective upbringing.

That school was wonderful. The Hershey Chocolate Company did a great job both in the education as well as in the socializing of these young boys. They would pay for their college if they showed an aptitude for college. Both of my younger brothers went to the Milton Hershey School for Boys as it was called at the time.

Hershey School is, I believe, co-ed and continues to provide a great education for children who are orphaned, or I believe from troubled homes. So it's a wonderful thing how there have been institutions that step in and help.

In our case, it helped by lifting the expense and the potential difficulty of raising two young boys. And I'm very proud of the young men that these young boys have become.

PS: Of course, you could have used their help on the farm, I would think.

BB: I could have, but I would have been feeding two additional mouths. So what the Hershey Chocolate Company did was a great help; a really significant help.

PS: At that time did you have thoughts of yourself, about getting an education? If your brothers were getting all this education, what about your education?

BB: I was in the public schools which were giving me, I think, a powerful education. But I was thinking beyond high school. My father had long instilled in us through our youth, the importance and the urgency of getting a good college education. From the time we were kids we would save our nickels and dimes and put them in an old Prince Albert Tobacco can that was our bank. If anyone asked, our frequent, constant answer was that we were saving our money to go to college.

When the time came to get serious about that, I was a junior in high school and started thinking about college. I took a look at the American College Dictionary which was on our shelves. In the back were listed all the colleges and they were listed in alphabetical order. My father's affection for Arizona and the alphabetical order listing of colleges had me strike upon the idea of going to Arizona to go to college; a combination of two things that my father had felt were both important.



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So I took the American College Dictionary's advice and sent for applications and catalogs from the Arizona colleges that were listed there. I selected to go to Arizona State University, though I'd never been West of Aliquippa, Pennsylvania at that time. I chose Arizona State University from the beauty of its catalog. Not the most scientific of reasons. But I was destined to come to Arizona.

PS: How did your family feel about your leaving Pennsylvania? You sounded like you were running the business there.

BB: Well, I was running the business. It was a big challenge to leave the farm, but the farm was a bare subsistence. Going to Arizona didn't mean that I wasn't continuing to provide support for the family.

I worked in Arizona, as many as five jobs at a time, to continue to provide my own support and pay my room, board and out-of-state tuition, and also make sure that my family continued to be cared for. I worked on campus. It took a long time at a dollar-thirty an hour, but I worked in work-study. I worked several jobs on campus. I worked at the state legislature. I worked at the bookstore. I worked writing resumes. I babysat. I worked at the State Fair selling hot dogs on the stick. I had lots of jobs to make my way through college.

In college when it came time where I qualified for internships, I was fortunate to receive an internship working at the state legislature. There I had the privilege of working with such superstars as Sandra Day O'Connor, Bill Jacquin, Jim McNulty, Burt Barr, and Stan Akers; a line-up of wonderful leaders and wonderful role models who helped to set a course for me of community involvement as well as political involvement. And work in business that I had long cherished.

PS: So you never really considered just going to college in Pennsylvania?

BB: I applied for and was accepted at and received scholarships to go to couple of colleges in Pennsylvania. From the moment that the idea struck me of possibly going to school in Arizona, that was my dream. I had an early acceptance, and honors and things in the Pennsylvania schools and lots of scholarships, but my dream was to go to Arizona. Arizona State did not accept me with early acceptance in the October time frame when the other schools did.

October came and went. I was accepted by all the other schools. November, December, January, February with no word from Arizona. Finally in March, I received an acceptance from Arizona with honors. It wasn't a begrudging acceptance so far as I could tell. But it certainly was delayed compared to the other schools. The minute that acceptance came in, I was so excited and thrilled. It had long been decided that if accepted, I would go to Arizona State.

PS: Did they offer you any scholarships?



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BB: Arizona State did not offer me scholarships. But I did get work-study through the Financial Aid Office and I did have a portable scholarship from Pennsylvania. The Pennsylvania Higher Education Assistant Administration provided scholarship money.

Pennsylvania went bankrupt halfway through my college years and threatened that the scholarship wouldn't be coming through that year. I had to work yet more jobs in order to make up for what otherwise would have been that scholarship funding. In the end they came through and that funded for me a bit of independent study.

PS: What was your first impression when you finally made it to Arizona?

BB: Coming to Arizona was a real thrill. When I left Pennsylvania, I had a hundred dollars. At that time student standby tickets were available. So I spent half that hundred dollars for my flight. I got to Arizona and had only a little bit left. Flying in I saw how brown it was. I was accustomed to the earth being green. So it was quite a surprise to see how brown Arizona was. I landed at Sky Harbor and picked up my bags from that baggage chute at the side of what we've now demolished as a part of the old airport.

I was there a couple of days early, so I ended up having to spend the night in a hotel. I didn't have enough money to pay for the cab.

I offered to babysit for a family that was also at the hotel. I was paid, as well as given money to buy dinner for the kids and myself. So I was able to deviate from my usual menu—all the crackers that were on the table and an ice tea. So instead I had a full dinner and cared for the kids and was paid for that.

I earned enough money to pay for the deposit that I had to put on the dorm room key that I didn't anticipate. When I got to the dorm, I had to put a deposit on the key and the sheets. So I was very glad that I had earned that extra several dollars by babysitting.

To get from the hotel to the campus, I would have had to take a taxi. I didn't have money for a taxi. But the hotel had a shuttle service to the airport. The fraternities were running a shuttle service from the airport to the school. I was able to bridge getting to campus by the ingenuity of getting a shuttle to the airport and an airport shuttle to the campus.

PS: What year was that?

BB: Mid-August, 1968. So my first impression of Arizona was a lot of heat, predictably.

PS: Was that your first airplane flight?



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BB: No, I'd been on an airplane before. In fact, my father wanted us not to be afraid of flying, so one day as a little kid, my father and I went out to an airport, a small grass strip where a barn was serving as a hangar. We boarded a little four-seater airplane. We did a 20-minute flight just around the local area and that was my first time on an airplane. He didn't want us to be afraid, and I wasn't afraid. It has led to the joys of flying that I have really been privileged to experience many times since then.

PS: It sounds like you weren't afraid of much.

BB: No, I wasn't afraid of flying.

PS: What was Arizona State University like in 1968?

BB: Arizona State in 1968 was a much smaller school. We thought it was huge, of course, but it was probably one-sixth the size that it is today, as Phoenix has grown since that time. It was a wonderful, small school, a growing school; a place full of excitement and young people and great opportunity.

PS: You first lived in a dorm?

BB: There was a freshman girls' dorm. I lived in Palo Verde West, and then spent time in Palo Verde Main. Though it was a sorority dorm and I wasn't a member of a sorority, they had a couple of spare rooms on one of the floors. I was able to bunk in one of the spare rooms in Palo Verde Main. And then my college roommate and I found a small, tiny little house that was just off campus, but within easy access to campus. We moved to this tiny little house on the edge of the canal right at the Mesa-Tempe line. From which I rode a motorcycle to get to campus. Fortunately it doesn't rain often in Arizona and it doesn't get too cold, so motorcycling that couple of miles was not too difficult.

PS: Where did you get the motorcycle?

BB: Well, that's what I could afford. Somebody was selling a used street-worthy dirt bike. And that's what I used as my transportation to get on and off campus. At the time I wasn't able to afford a car, and a bicycle would have been a long haul from where we lived. So, the motorcycle allowed me both to get to campus and to get to work afterward.

I was well-known by many of my colleagues for arriving on a motorcycle and then running into the ladies room and changing into office-proper attire. I was working a full day, then hopping on the motorcycle, and generally going to night classes or to another job at night in order to continue to meet financial needs.

PS: A busy time in your life.



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BB: My life has always been busy. Everybody does something 24 hours a day. So I just have enjoyed lots of different kinds of jobs and lots of different kinds of activities.

PS: You say your parents stressed education. Had either of them gone to college?

BB: No, I was the first generation to go to college. Both my father and my mother were very high on education. Neither of them had been educated beyond high school. My father had dropped out of high school. It was during the Depression. He dropped out of high school, ran away and came out West to be a cowboy. My mother graduated but didn't go beyond high school in Pennsylvania.

PS: When you decided to go to college, what were you majoring in? What were you thinking you were going to do?

BB: Well, I was a math major. I had scored very high on math exams. I was interested in mathematics and enjoyed math very much. But when I got onto campus and was working at the state legislature, I also took a great interest in the political things that were going on. I ended up changing to Political Science, but I received a Bachelor of Science in Liberal Arts. Liberal Arts is often viewed as the launching pad for a variety of careers. And I've had a variety of careers, so it's worked out well.

PS: Quite a change from math to Political Science though . . .

BB: It seemed that I had an interest in math and an aptitude for math. At the same time, I'm very interested in people. The math direction seemed to be channeling away from interaction with people. For me I was very interested in the math as a challenge—puzzle solving and formula development—but the interaction with people is a big part of my life as well.

PS: It does sound like interesting years to be involved in politics and the legislature. That was the Viet Nam protest period and things like that. What do you remember about those years?

BB: I remember that there were Viet Nam protests going on and they were taking and occupying the ROTC building. I remember that I didn't have time for any of that. You know, that was not a focus of my life. I was working at the bookstore on campus, and working downtown, and I would see the protestors. They were basically an encumbrance for me to get from my dormitory to either my classes or my jobs.

I wasn't taking sides during the Viet Nam War, but I was very much supportive of our nation and our troops at that time. I wouldn't have been inclined at all to have taken over the ROTC building, except in a way of support for the people who were willing and risking their lives.

I continue to feel that way today, though it's an all volunteer force, and much more likely that the people who are risking their lives are doing it because it's their choice.



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PS: At that period though, there was a draft. Were your brothers drafted or were they involved?

BB: My brothers were not taken into the military. I think fortunately due to low draft numbers. My older brother went to the Merchant Marine Academy and served in the merchant fleet. And my younger brothers had low draft numbers and neither of them saw service or was in the military.

PS: You say that you worked at the legislature as an intern. Tell me a little about that.

BB: Up until the 1960s, at the Arizona State Legislature there was very little staff, almost no staff. The members of the House had a series of phone booths that they could use if they needed to make phone calls. Only committee chairmen had desks. There was a secretarial pool where clerical work was done. The members of the legislature on the House side didn't even have desks or secretaries. If they needed research done developing bills, there was a legislative council that did research. But most of the research was provided by lobbyists and that was generally one-sided, unless you could find a competing lobbyist. There was no source from which you could get legislative insights for research that was unbiased.

So it was the idea of a legislator to develop an internship program. The pay was minimal, a hundred dollars a month. But, you also did get credit hours as well as income. The combination of income plus credit hours made it very attractive for political interests and political involvement, and having the opportunity to work with some of the finest role models in America.

The legislature interviewed. It was mostly a program for graduate students at the time. I was very fortunate that, as an undergraduate, I was allowed an interview. And from the interviews was granted to be a part of the internship program. It was the very first year that the Senate was having interns. I had worked through the summer as an intern at the State Highway Department. Continuing with that background, I was given a joint assignment as an intern both in the Senate and the House dealing primarily with transportation issues.

At the time there was a move afoot to reorganize state government. To take what had been a highway department and an aeronautics commission and merge those and redesign them so they would be a transportation department. That was my bill, to create a Department of Transportation in the state of Arizona. That involved the transportation committees on both sides, the House and Senate. It also involved working with state, county and municipal affairs committees in the Senate, which was chaired by Majority Leader Sandra Day O'Connor. It was an extraordinary privilege to work with and see in action such a wonderful woman, leader, Republican, jurist, and Arizonan. As I saw what leadership she provided, it provided for me an image of what women can do in a get-things-done kind of way; both supporting other women as well as making the state a better place. That became the model that I hoped to emulate in my work in government, supported by work in business.

PS: As an intern, did you really get to know Sandra Day O'Connor at that time?



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BB: Oh yes, of course. I mean, she was so very busy and very productive, but she always took time for people. It was she who would be the first to offer to speak to the interns. She was the first to host an event for legislators and for students. She was very open to students and very welcoming of questions. She expected high performance. She expected the product to be well-thought-out and well-organized. I confess that there was no small amount of intimidation doing anything that would be going to Sandra Day O'Connor. Senator O'Connor set a high standard and expected people to rise to it. That, I think, created a much higher performance by the interns than if it had been a little less intense place.

PS: Who were the other people that you remember from that period?

BB: The state legislature at that time . . . You know, when teachers look at classes that come through, there'll be one class that is just superior; one class that has superstars. And you wonder about leadership. How did that happen? Why is one class so superior to the classes before and after it? I think the same sort of thing happens at the state legislature. There will be a group of legislatures that meet the standard that are usual or average. And then periodically there will be a superstar year at the state legislature. I believe I had the privilege of working during one of those superstar sequences of legislators.

Sandra Day O'Connor was on the Republican side; Harold Giss, Bob Stump and Jones Osborn were on the Democratic side, and Jim McNulty who went on to be a Congressman on the Democratic side—extraordinary leaders of great capability. Bill Jacquin (R) was president of the Senate and another leader, someone who really was working to make Arizona a great place. Howard Baldwin (R) was the Chairman of Transportation and a business leader who was dedicating a great deal of his time to making the state a better place. It was an extraordinary time in state government.

Our governor was Jack Williams (R) and the Attorney General was Gary Nelson. Both of them gave up their time and met with the interns, spoke with interns, talked to us about the goal, the obligation, the mission, about the selflessness of being in a political party, a political office holder.

That has stuck with me. It's been the kind of thing, I think, that being a great motivator can do. I think a refresher course on that might do well in government today. We have many people who are very dedicated and wonderful political leaders. They deserve a great deal of support because sometimes we paint with too broad a brush when we talk about political leadership. To know that there are wonderful people who are dedicating a great deal of time selflessly and at great sacrifice to be a political leader. I think we saw that with many of those legislators at the time. I was very fortunate to see that class of legislator.

PS: You didn't mention Burton Barr (R).

BB: Well, I was focusing a bit on the Senate side, but I have to say at the House there was a team of great leaders, one of whom was Burt Barr. Now Burt Barr was notorious for getting his caucus in the



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room, closing the door and no breaks. I mean, until they came to a solution, until they hammered out a way to move forward, he wasn't going to let anybody escape. Burt Barr was a great leader. Maybe from his military training, he was a guy who would identify what hill we were going to take. He got the team together and fashioned what pattern we were going to choose, what route we were going to take up that hill. There was no excuse; we were going to take the hill.

Working with people like Burt Barr, Sandra O'Connor and others, it was a real privilege to see leadership in action. I believe that then, as now, Arizona has provided a great deal more national leadership than our due. Our population would suggest a much lower role in political leadership on the national level. Until just a couple of years ago, this little state with such a small population, such a small percentage of the population of the United States, had 22 percent of the United States Supreme Court. With Bill Rehnquist in the Chief Justice's role and Sandra Day O'Connor—probably carrying more weight in the Supreme Court than any of her colleagues—22 percent of the United States Supreme Court came from our little state.

We've had great congressional leaders with the Barry Goldwater's and Mo Udall's (D) and Senator McFarland (D) and so many others.

PS: John Rhodes(R).

BB: John Rhodes was on the House side, providing leadership on the Republican side of the aisle for so many years. John Rhodes, Barry Goldwater, Sandra Day O'Connor, and Morris Udall: a wonderful line-up of political leaders who have made Arizona proud and who have carried a great deal more weight than our population would justify. We have been blessed with strong political leaders. I believe maybe our frontier spirit carries more weight because we pick up and carry more of the load because, in a sparsely populated, rugged state like Arizona, nobody can coast.

Maybe things have gotten better and we've got a lot more air conditioning and a lot more reliable water supplies. But nobody can coast in Arizona historically. That's made for better political leadership, I believe.

PS: The Secretary of the Interior, Stewart Udall, served eight years and Bruce Babbitt served eight years [Secretary of Interior]. So that's another area.

BB: Exactly, in the administrative branch we had Stewart Udall in the Kennedy Administration and Bruce Babbitt in the Clinton administration, both on the Republican and Democratic side. In the congressional leadership with Barry Goldwater and John Rhodes, we've had disproportionate strength. And on the executive side, at cabinet levels we've had candidates for president—not quite successful yet—but we've had a lot of executive strength in cabinet posts.



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PS: Yes, it must have been an exciting time to be there as a young student to be inspired. 1968 is when the Central Arizona Project was authorized. Did you get involved in that?

BB: Well, I was an intern after that 1968 time frame. In 1971 and 1972, when I was in the state legislature, a lot of big things were happening. There was significant restructuring of state government. They were cutting the number of state agencies from 176 to an alignment that would be a dozen or so. Now a model of that has happened. But it was for fewer agencies than 176, many of which were getting lost and couldn't be identified, found or budgeted fairly. A lot was changed in how the state government worked.

There were plans being laid for groundwater protection and conservation. There were efforts being made to provide for better education system. Water provision for Arizona was always a hot topic.

Transportation—having an aviation system is important today. So having a transportation department that looks at more than highways is really very important. Having highways that are safe, efficient and get us from point to point are also a vital element of our economy today.

PS: You graduated in 1972?

BB: I graduated in 1972.

PS: What were you going to do at that point? Had you decided what you wanted to do for a career?

BB: When I graduated from college I continued taking courses, but was working, continuing my work at the state legislature. I got a master's degree while working.

After I graduated from college in 1972, I took a job working in Prescott as the Personnel Director and Assistant Administrator at what has become the Yavapai Medical Center. Then it was the Prescott Community Hospital. I would drive from Prescott down to ASU two nights a week to take graduate level courses to help me in the job I was in, and also to pursue a master's degree, which I thought would be important in my professional career.

I continued to work at Prescott Community Hospital, drive down to Arizona State University, drive back, and work another day. I would leave a little bit early—leave at about 4:30 and get to campus by 6:30—study or take a class until 9:30, grab a bite to eat and be back in Prescott by midnight, and go to work the next day. I continued that education combined with work through my life after I graduated.

Then it seemed important that I applied for and was accepted at law school. My job was such that I didn't go to law school the first year. I didn't go to law school the second time I applied. I thought probably they'd stop asking if I didn't accept, so the next time I did accept.



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I came back from Prescott and my life changed dramatically. I found a place to live by house-sitting on a ranch in Northern Scottsdale, North Scottsdale at the time. I had a place to live that was free, caring for a small ranch for wonderful people who owned that ranch and several other properties around the country. I'd go to law school in the mornings, go downtown and work at law firms, or eventually at the Greyhound Corporation—which was headquartered here at the time. And then take care of the ranch at night. I went to law school at Arizona State University.

PS: What was your master's degree in?

BB: Public Administration and Business Administration. ASU did not, at the time, offer any degree in international business which was what I was interested in, but the Public Administration Department was very flexible in designing a unique program to suit my interests. I took what international business courses that were offered. I took courses in geography, law, architecture and, of course, the core requisites for Public Administration. I pieced together as close to an international degree as I could get at Arizona State University.

PS: What year did you start law school?

BB: I started law school in 1975 and commuted. The first year was a very intense year that I enjoyed. I enjoyed new friends and a great challenge of studying law.

PS: Why did you want to study law?

BB: I studied law out of defense. Growing up on the farm in Pennsylvania, I was taking people horseback riding. It was as safe as you could make horseback riding, but there was always some risk involved. We lived in constant fear that someone would fall off, get hurt, sue us, and we'd lose the farm and have to move to the city. There was a whole sequence that we feared, that there would be an accident. That would be in itself a problem and we wanted to avoid that at all costs. The overriding fear was if that happened, someone would be hurt. They'd have a lawyer in the family; the lawyer would sue us; we'd lose the farm and have to move to the city. The end result was something we didn't want.

I wanted to be a lawyer, not because I wanted to practice law. I was never interested to put anybody in jail or get anybody out of jail. I was never attracted to what was generally the practice of law, perceived as the practice of law. I was interested to make sure that we knew what the hazards were and how to avoid them. What would be the kinds of things that we need to avoid doing to have a good defense if someone does get hurt? We needed to be as safe as possible. We needed to know not just the horse side, but also the legal side.

You know, some things get in your blood. Horses are in our blood. Dealing with horses is something that I grew up with and I continue to work with horses. Most of my family, or I guess everybody in my



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family, still rides horses today. In some cases it's a business; in other cases, it's led by our hearts.

PS: You talk about that drive back and forth from Prescott. Did you ever think, just learn to fly? It would have been easier.

BB: When I worked at the state legislature and worked in transportation, I always was interested in flying. From the time my father took me on that flight—out on the grass strip in the barn in Pennsylvania—I knew that flying would be a part of my life. But I was working. I certainly couldn't afford flying lessons or an airplane.

When I graduated from law school and was working as a corporate lawyer, I remembered that old saw, "You should take flying lessons when you've got six months of your life that you can dedicate to flying." I was looking for that six months and I never seemed to find six months of unoccupied time. I thought if I'm ever going to get my pilot's license, I'm going to have to layer it on top of other things. As I was working as a corporate attorney at the Greyhound Corporation, I started taking the ground school, which I took at night at Sawyer Aviation at Sky Harbor Airport. I did the book part and took the exam. Then it was time to get in the airplane and start flying. I did all of that, flying early in the morning and the course work in the evening after work.

I started to fly and was interrupted by work in Washington, D.C., but continued to build hours, soloed and got my pilot's license. I eventually got my instrument rating from the Lufthansa Pilot Training Facility in southwestern Phoenix area in Goodyear at the Goodyear Airport.

PS: That's something you wanted to do. It wasn't really part of your career or part of your job?

BB: Flying had always been an aspiration of mine. As aviation became more and more a part of my professional life, it became more and more helpful to me to have that pilot's license. Or maybe having the pilot's license led to more and more jobs that had relevance to my pilot's license. Working at the creation of the Department of Transportation—aviation was a part of that.

At the Greyhound Corporation, aviation was a big part of what we were doing. We were the leasing agent for the aircraft that many of the airlines flew at the time. I was in other corporate roles and went to the Civil Aeronautics Board in Washington, D.C., where aviation and aeronautics were key components. Then I became number two at the Federal Aviation Administration. Of course, that was the primary safety and technical regulator of aviation.

I was on the board at Phoenix Sky Harbor Airport, which also governs Deer Valley Airport and Goodyear Airport. Aviation was a big part of my life and flying was an increasing portion of my life.

PS: Why don't you talk a little bit about your career after law school? You say you started working at



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the Greyhound Corporation. Was that your first job after law school?

BB: During law school, just like during undergraduate and graduate work, I always had a job. When I started in law school I was house-sitting, so I had an unpaid job, but the privilege of having a place to live. My room was paid for that way. But I also worked downtown. I did research work for a couple of different law firms and then landed what was the pilot ship for much of my career.

I ended up with a clerking role at the Greyhound Corporation while I was in law school. I spent several years as a clerk during law school, on the law department floor of the Greyhound Corporation. After law school, the Greyhound Corporation hired me as a full-time attorney, which they generally didn't do. I was so pleased to be an exception to their rule, and went onboard the Greyhound Corporation as a full-fledged lawyer.

PS: When you were in law school, were there many other women in law school with you at that time?

BB: When I went to Arizona State Law School, the school was less than ten years old; it was still young and growing. I was in a class where about a third of the class was women. It was just when women were building their ranks at the law school. When the law school opened, I believe, there were two women in the class of about one hundred. That changed during my tenure there to where it was almost a third.

PS: Did you ever consult with Sandra Day O'Connor about going to law school? You chose to go to ASU rather than a better-known law school.

BB: I went to Arizona State University partly because of affection for Arizona State University, but also because I was always working. I always had a job, and the jobs for me were comparable to the classroom in what I learned from them.

I feel like I had some of the best jobs in the world. Working at the state legislature opened so many doors, and offered a window of future opportunities and what the world was like out there; what a lot of political and public service roles were possible. I went to Arizona State because it was geographically convenient and because it was close to the jobs that I had.

PS: I looked into going to law school at one time and they said you shouldn't work while you go to law school. Did you ever have that advice?

BB: You know, they discourage working more than ten or twenty hours at the most during law school, but I didn't have a choice. If I was going to go to law school, I would have to work. The only way for me not to work during law school was not to go. I tried to hold it to those twenty hours, but very quickly I found that I was working forty hours a week downtown in addition to my law school work. At one



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time the dean kindly called me in and gently suggested that I was overdoing the work side. But there wasn't really a choice, so I had to continue to work.

PS: We were talking about your first job. How long did you stay with Greyhound? Or how did your career progress from there?

BB: I enjoyed very much first clerking at Greyhound and then serving as a lawyer on that floor. I did a lot of the international law, which was an extraordinary privilege. Greyhound Corporation had about two hundred subsidiaries all over the world. I had the privilege of doing a lot of the legal work. The lead lawyer for international law was Herb Nelson and he would travel all over the world. I was at home doing the research work and laying out some of the groundwork while he was negotiating contracts and agreements all over the world. Through his eyes, I had the privilege of working on legal issues in every corner of the globe.

The Greyhound Corporation international work was one of the best possible experiences of my life. I didn't travel; I think the furthest I traveled with the Greyhound Corporation was to Worthington, Minnesota. But I did a lot of international law. That was a huge exposure, and a stepping stone to a lot of the international work that I've been doing since then. Greyhound was a wonderful experience, a real privilege. The Valley was very fortunate to have the Greyhound Corporation headquartered here. I'm one of the beneficiaries of that extraordinary time in history when there was a very large company called Greyhound Corporation.

All the while I was working at the Greyhound Corporation, I participated in a program called Valley Leadership. That program selected 45 young leaders from the community and had courses working on and providing some basis of familiarity in the Valley's community institutions: energy needs, water needs, police and courts, educational capabilities, community businesses, politics of the Valley, and human services arrangements.

So through the Valley Leadership Program I got even more familiar with what was going on in this extraordinary community. I worked with some of the other extraordinary institutions that provide services here. That opened the door to more friendships and more ideas of what possibilities there were out there. Through Valley Leadership, I continued an active involvement in community efforts in a variety of fields: Big Brothers and Big Sisters, the Junior Achievement organization, and working with the educational facilities in Arizona.

I also was asked to serve as a surrogate speaker for Barry Goldwater. I met with Barry many times in the past. Through Valley Leadership, I found myself flying around the state with Barry Goldwater as he gave speeches in Bullhead City and Kingman, Arizona. And back to some of the same places where my father had been a cowboy some fifty or more years earlier.

So with the Greyhound Corporation and Valley Leadership, I continued the legal and business side of



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my life. I also continued to develop the community support and community services side such as serving on the ballet board and worked again with Valley Big Sisters and Junior Achievement, and lots of other community activities.

PS: That must have been an interesting time with Barry Goldwater, to be with him on those trips.

BB: You know there's no leader like Barry Goldwater. He was an extraordinary, extraordinary man; his love for the state, his familiarity with the state, and the state's love for him. He had affection for technological items of the time, attention to the camera, his excitement about flying and his affection for politics. His candid and point-blank manner that said what he thought was right. And his gumption! If he believed in something, he would work to make it happen, to get things done. He worked to get the Central Arizona Project. He worked to make aviation accessible to people in Arizona. Those kinds of things changed the face of the state of Arizona. For me the privilege of flying Arizona with him, hearing his stories and his motivations, understanding the joy that he got from seeing his state prosper were really instructive to me.

PS: As much as you were working and going to school, did you have time to explore the state and get to know the state?

BB: I've always thought of hiking as a poor man's athletic club and I'm a firm believer of the poor man's athletic club in that way. I made it a goal to climb the highest peaks in Arizona and to hike the canyon once a year. We do rim to rim, and traditionally, rim to rim to rim in two days of the Grand Canyon. We hike Squaw Peak [Piestewa Peak] when we locally need some exercise. We hike in South Mountain, the Superstition Mountains, the White Tank Mountains, and the White Mountains.

Just getting out and hiking Arizona is the way I've learned this state and its flora and fauna and its spiritual nuances. I enjoy getting to know Arizona by land, in that I've driven almost all of those roads, paved and unpaved, around the state.

I know Arizona by air having flown to many of the four corners of our state. I know it by foot, by hiking into some of those places that are only accessible by foot.

PS: It's a pretty good way to get to know this state, although the little airports are sometimes an adventure.

BB: Yes, some of those small dirt strips and short paved strips can be the best though. You really do learn the state by flying over it and landing in remote spots and getting to meet the people.

PS: And when you get to those remote spots, you have to know the people to get around. You can't go rent a car.



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BB: Yes, it can be very isolating, but aviation extends your range. In Arizona we're especially well suited to aviation as Barry Goldwater so well knew and demonstrated to me and to others. Arizona isn't honeycombed with roads the way many other states are. We have roads and we can get to lots of places. Through aviation you can look down on, and in many cases, land not too great a distance from some of the extraordinary places that you simply can't get without weeks of hiking.

PS: When you were traveling with Barry Goldwater did you go to the reservations at all? I know he had a special relationship with the native people.

BB: You know Barry Goldwater and the Native Americans seemed to be partners. There was a special kinship that Barry really revered. He revered the people and the fact that he had that special kinship, that special relationship. It was a treat to see him in that realm. To visit the reservations with Barry was to see the reservation area in a way that you can't in any other kind of setting.

PS: Where did your career take you then? After Greyhound, what was your next step?

BB: After practicing law in the corporate setting, I was asked to go back and be part of the Reagan administration in Washington, D.C. At first I thought that didn't make any sense. I loved living in Arizona and I didn't want to be back there. But after they asked twice, the third time I thought I should at least go speak to them.

So I flew back and talked to the presidential personnel folks. They had asked me to work at the Civil Aeronautics Board. That combined the aviation I loved as well as the reorganization of government, because the Civil Aeronautics Board was about to go out of business.

That would mean a short stint, so I could get back to the Arizona that I consider home. That combination was enough to attract me to take a look. I was asked to take the job. I was nominated by the President, confirmed by the Senate, sworn in and became Vice Chairman of the five member Civil Aeronautics Board. This was its final five years of existence, as we phased out the economic and route regulations that aviation previously had, so the airlines could set their rates and discern which cities they wanted to serve.

The Civil Aeronautics Board was a very exciting place. There was a lot going on. It was one of the finest of the federal agencies. The deregulation of the airlines was basically an announcement that this once-fledgling industry could now take flight and make its own decisions without governmental support and reinforcement.

Of course, the economic deregulation that took place with the shutting of the Civil Aeronautics Board did not diminish the regulation of the Federal Aviation Administration. It was a separate federal agency. In fact, that ratcheted up as the safety and the security regulator, the FAA, picked up duties that the Civil



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Aeronautics Board had. By opening the opportunity for more airlines to fly, the FAA had more to do. Aviation continued to be a big part of my life, both as the economic regulator and then at the FAA as the safety and security regulator.

The FAA is the organization that regulates who can get a license, who can be a pilot, whether an aircraft is air worthy, and whether an airport meets basic requirements. The FAA also runs the air traffic control system and all of the airport security; at that time it was done by the Federal Aviation Administration.

PS: Is that the period when Reagan got rid of the air traffic controllers?

BB: During the early Reagan administration, while I was at the Civil Aeronautics Board, there was the strike—or more appropriately illegal job action—by the air traffic controllers. The firing of the air traffic controllers took place, which decimated the population of air traffic controllers. So all of a sudden, we have to run the same system, but with only a small percentage of the number of air traffic controllers. Allocating the new resource, or new scarce resources of airline slots, came to the Civil Aeronautics Board as a regulatory issue.

PS: How do you regulate the allocation of slots when twenty-one airports across the country have limited access to air traffic control slots?

BB: We at the Civil Aeronautics Board worked to rebuild that. We worked to allocate the scarce resource of air traffic control slots. When I went to the FAA, the job there was to rebuild the traffic control system and reestablish enough capacity so that we no longer had the confinement of limited slot restrictions.

PS: Did you ever meet Ronald Reagan? You were appointed by him, but . . .

BB: Sure, I met Ronald Reagan many times. I first met him here in Arizona. As you know, he had significant connections to Arizona. Not only in his movie making years, but also Nancy Reagan's mother and stepfather lived here in the Biltmore area. President Reagan was very fond of Arizona and very fond of many Arizonans. At the time our mayor [of Phoenix] was Margaret Hance and she was known around the Reagan circles as the President's favorite mayor. I met the President when he was here. I met him in Washington many times. I had the extraordinary privilege of his appointment to both the Civil Aeronautics Board and the FAA and to international trade efforts, posts and advisory posts, in between.

I was especially honored to have him host my swearing into the Civil Aeronautics Board role where Sandra O'Connor administered the oath and Elizabeth Dole held the Bible. So it was special, a very special occasion.



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PS: Sounds like it. Quite an illustrious group there!

BB: Very rarely does the President participate or officiate at any swearing in. To have it at the White House with the President there and introducing me was an extraordinary privilege. That was very rare. He cared a lot about aviation and his analogy was that my youth on horseback and then my field career in aviation reflected and resembled his own where he'd spent much of his early career on horseback. Speaking of the western movies that he'd made, he said he "flew a desk" in the Army Air Corps years during World War II. His affection for aviation was well known.

PS: I guess you had the horses in common. Like you say, once you love horses; then he always went back to his ranch and rode his horses when he could.

BB: Exactly, and there's a special bond among people who share an affection for horses. There also is a special bond among aviators, so sharing both of those was a special bond with President Reagan.

PS: Sandra O'Connor also had that bond with horses. I don't know about aviation.

BB: Sandra O'Connor's growing up on the Lazy B and her horse Chico are both now commemorated very well in books. I think that adds to the affection I have for her leadership. I think there's something special that derives from time on horseback and the relationship that a human and horse flesh seems to form.

PS: When I read your biography it mentions that you had an opportunity to fly an F-18 and land on an aircraft carrier? How did that come about?

BB: After World War II, in 1948, Congress passed a law excluding women from flying fighter and bomber aircraft—the law said any aircraft engaged in combat, which were identified as fighters and bombers. Of course, in 1948 a lot of people thought maybe women shouldn't be driving cars. As things have changed, women are frequently pilots and women are certainly demonstrating their ability to drive cars, though some might contest that. In the later 1980s and early 1990s, there was a move by military women and others to allow women the privilege and responsibility of flying fighter and bomber aircraft. In an all-volunteer force, it seemed that excluding women from those important jobs was an artificial restriction and an artificial barrier. There was a significant effort to open those roles by changing the law and allowing women to fly fighters and bombers. That law change was being contemplated by the leadership in the Pentagon and there was significant resistance to changing the law.

One admiral, who was the father of daughters, thought that maybe women could do these things. He knew that I was a pilot, and asked me if I would want to fly a fighter. I had flown A-7s and F-18s and F-16s—Air Force jets and fighter combat-capable jets—but not, of course, in combat. It took no time at all for me to say yes, of course, I'd be delighted to fly an F-18, which he set up. I didn't know at the time



that no civilian woman had flown an F-18 and landed on a carrier. I have since been told that is the case.

I trained and went through a lot of tests. They hung me from the ceiling in a parachute rig. I had to be able to parachute to safety if we had to eject.

I had to operate the ejection seat, which I had in many other settings as well. But this trainer, if you pulled the ring on the ejection seat, you actually shot up a couple of stories and then ratcheted back down.

I had to go through high altitude training where I was put in an altitude chamber and the air was rarified to where it would be at about 25,000 feet. Then with that limited oxygen supply, was asked to do some math. Multiply three digits by three digits without a piece of paper. Generally they were looking to determine demeanor. The oxygen deprivation often has the same impact as alcohol would. They needed to determine whether I was a belligerent drunk and if I were oxygen deprived, how would I react. I went through the training and the altitude chamber tests.

The hardest part was the swimming test. I had to demonstrate that if I had to eject at high altitude I would be able to survive, keep my wits about me and be able to parachute to the water, assuming it would be water. Then they required the assumption that the lifeboat wouldn't deploy and that I would need to swim until rescue could be arranged. I had to swim with combat boots, a flight suit, and a G suit. When you eject, the seat pan on which you sit goes with you. I had to demonstrate that I could swim with all of that, dragging all of that equipment. That was a challenge. The harder part was drown-proofing or just treading water, not trying to move, just trying to stay up.

That was an especially big challenge because the combat boots get a bigger bite on their up-kick than on the down-kick. If you bicycle kick or flutter kick, you go down and you have to frog kick. This is a little more than you probably need to know about how to survive if you ever have to eject out of your fighter at altitude. But frog kicking is hard. I probably weighed eight pounds more coming out of that than I did going in, because I drank a lot of water that day.

I was able to stay afloat long enough to pass the test. And then did four full-trap landings on the *Nimitz* in the F-18, plus one touch and go and one wave off the deck. They land their aircraft every 60 seconds. That means you have to land, tail hook catch, back up, drop the tail hook, taxi forward and park in 45 seconds so that the next pilot gets the all clear to come in and land. In one instance the guy ahead of me hadn't parked and gotten out of the way on time, so I had to do a go-around which is at full power just as we were on approach.

So it was quite exciting, the whole experience was exciting. The best part is that it was, in the end, effective. Now women are flying F-18s routinely and landing on aircraft carriers. It's a career field that is open to women the same as it is to men, and women are qualifying and excelling, and washing out.



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Women have the same opportunities now in fighter aircraft—in the Army, the Navy, and the Air Force—as the men have.

PS: Sounds like that was an exciting experience for you.

BB: It was quite a challenge. What I didn't realize when I was given the test was that about 60 percent of the Annapolis graduates, who know what the test is and prepare for it, do not succeed at this swimming portion. I don't know if that number has changed, or I don't know that it was valid at the time I was told that. Had I known that, I would have been more inclined to think it couldn't be done. I didn't know that it couldn't be done so I just did it, and drank a lot of water.

PS: Sounds like it was quite a commitment in time to prepare and do all of that.

BB: There was quite a bit of commitment to train. I didn't know as much about it before as I might have. I might have been more intimidated if I had known.

PS: Where was the aircraft carrier?

BB: The *Nimitz* was the aircraft carrier; it's a nuclear ship. It was out at sea in the Pacific. It was steaming out of San Diego, probably south of the U.S. border, and not as far as Hawaii.

PS: Really exciting, something to remember.

BB: It was quite something to remember and something that makes me very proud to see the women who are routinely doing this today.

PS: Of course, during World War II women were piloting planes. They weren't in combat, but they were in the same planes. They were flying them and delivering them.

BB: Yeah, we're in some way just returning to the freedoms and the opportunities that women had in World War II. The WASPS and the WACs in World War II had opportunities as pilots, and were ferrying fighters and bombers to the theater. In many cases, the enemy didn't know or care whether it was a woman or a man at the yoke. The pilots were in jeopardy. So women were tested, succeeded, and were lost during World War II in aviation.

Then we went through a long dry spell before it was again realized that women's capabilities can add powerfully to America's defense. When America's defense counted upon women, they were there during World War II and they are still there today.

PS: When you were doing all this, did you consider yourself sort of a feminist out there?



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BB: You know, I think that I'm very much an advocate for America and the world and to take advantage of talent in whatever kind of package it comes in. I think we are at a time when we face challenges in this world, that we need the best of our talent. Not just male talent. Not just any racial prescription. We need talent and we need to engage that talent fully. Women or men, black or white, whatever packaging, whatever kind of talent, I think it's very important for us to apply that talent to give opportunity to people and unleash capabilities to solve the world's problems by whatever talent package is called upon.

PS: How long did you stay in Washington working with the FAA and the various jobs you had back there?

BB: While I took roles in the administration, both in the Civil Aeronautics Board and the FAA that required five days a week residence in Washington, I always was here on weekends. This was always my home. I kept my voting residence, my driver's license, and my home here. I was living and working in Washington, but always staying in Arizona. Since my Washington stints, when I continue today in Washington roles, I always consider Arizona home.

I was the CEO of a company in New York City, but did that five days a week, and commuted from Arizona for weekdays in New York and weekends here. When I was teaching at Harvard I was there five days a week, but I lived in Arizona on weekends. So, Washington, Boston or New York, wherever I'm working it doesn't deprive me from my affection for and my home base here in Arizona.

PS: We didn't talk much about your personal life. Want to talk a little bit about your husband and when you met and married?

BB: Outdoor life is a big part of my daily activity. My husband and I both enjoy very much the great outdoors and we continue to hike around Arizona, the Inca Trail [leading to Machu Picchu in Peru] and later we'll be doing Kilimanjaro. Our greatest joy is being together and being in the outdoors.

Our first meeting was at the top of Squaw Peak [currently Piestewa Peak in Phoenix] on a hot July day. It was late in the evening and it was over 110 degrees that day. We met at the top of that peak and decided that we would climb a peak each evening for weeks and weeks. There weren't many people out on Squaw Peak at that time of day, but that's how Craig and I first met.

PS: What year was that?

BB: 1979.

PS: So your dating was climbing mountains? Was that a good part of it anyway?



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BB: We spent a lot of our early time together hiking mountains. Then I left and went to Washington and he left and returned to the Bay area working for Intel. By the time I got back from Washington, he got back with a new group of Intel employees moving to Arizona. For a while were working five days a week in other parts of the country, but we always considered Arizona home.

PS: When did you marry?

BB: We married just at the conclusion of my stint with the Civil Aeronautics Board. We were engaged in August, just before the end of my CAB time. We married January 19, 1985.

PS: Was it a big wedding, a small wedding?

BB: We had a smallish wedding. I was so glad to be back in Arizona and Phoenix was so much of the drive for me to spend more time here. We were actually married at the Wrigley Mansion with Squaw Peak—where we met—just behind us on one side, and the city scape and South Mountain, the White Tanks and the North Mountains all within view. The wedding was designed to be in a place that helped to reinforce our affection for Arizona’s great outdoors.

PS: That’s a wonderful bit of history in Arizona.

BB: Exactly, it’s a great bit of Arizona history.

PS: One of the things I wanted to ask you was when you decided to run for governor. That was 1994?

BB: Yes.

PS: Tell me how that came about.

BB: In 1993, a number of Republican Party leaders came to me and asked if I would consider running for governor. At first I thought not at all; that was not at all in my plans. They persisted and they eventually prevailed. I agreed to run. I wasn’t certain whether there would be a primary, but in the end it was a challenge; a primary challenge against the sitting incumbent, always a significant uphill battle.

But I ran and brought a team of people together who remain friends today. We faced an uphill battle to take on a sitting incumbent, but it was a great experience. Friendships that derived from then continue and are cherished friendships.

PS: You hadn’t been involved in politics in an election campaign, at least not publicly, before that.

BB: I’d always supported people that I thought were good. I’d done surrogate speaking for Barry



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Goldwater, and lots of work for Congressional candidates, for John Rhodes, and lots of Arizona political leaders. But I had not thought of myself as a candidate. I'd been a precinct committeeman and that was what I thought would be my level of participation. But Arizona was troubled at the time and it called for extraordinary measures. It seemed an important time to get into that political race and so I did.

PS: What was it that persuaded you to do that?

BB: You know, it was an extraordinary time in Arizona history, 1993 and 1994. We were going through a lot of strife. There were a lot of accusations of corruption, and challenges that just did not fit my image of what Arizona, call it political leadership, should look like. For the good name of the state and for the importance of having a state political leadership that people can be proud of and have confidence in I was persuaded, and am persuaded today, that it was really important to have a challenge in that race; for there to be more than one Republican candidate on the ticket for people to choose between.

PS: I read that you were the first woman Republican to run for governor. Is that correct?

BB: That's what I've been told. I don't know the record, but I think that's the case.

PS: Carolyn Warner had run as a Democrat. Did you consult with her at all?

BB: Oh yes, Carolyn has long been a friend and she shared her organizational chart, basic ideas of how she organized her campaign. She was one of the first to come forward and offer her insights and encouragement.

PS: Running a campaign is different when you're on the inside from what it looks like on the outside, because I worked on a campaign for governor. What did you learn from actually running a campaign? The stateside office kind of bumps it up a notch. You get political consultants coming and telling you what to do. What did you learn?

BB: The great part of running for governor was getting the chance to get out and visit people that I didn't know all over the state. Meet new people and hear their interests, their concerns, their issues, their aspirations for the state. I enjoyed that very much. I appreciated the warm reception and the extraordinary help and support, even in an uphill battle.

The people who were looking to go with the sure winner would not have signed onto my campaign. The people that were looking at me as a prospective candidate were people who wanted a change, people who were willing to buck trends. In many ways the people had a lot of that Barry Goldwater gumption at heart.



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So it wasn't a successful campaign, but it was very successful in a lot of ways. It wasn't successful in winning the governorship, but it was highly successful in winning friendships, and in making a statement that Arizona values integrity.

PS: Well, your name was not well known. That must have been a challenge to get your name up there. I think was it Eddie Basha? Everybody knows that name.

BB: Yes, I didn't have high name ID. I was running as a relative unknown. But I had been involved in the [Phoenix] community in many ways and statewide as well, here in Arizona. It was an uphill battle. There was no doubt about the uphill challenge that I was confronting. But it was also a worthy undertaking and a real privilege to have the great support that I got from the state and from many of the Republican political leaders.

PS: Did you have a political consultant working with you?

BB: You know, when you run these things, there is no way to avoid having somebody that comes and gives you advice. This was pretty much a homespun, hometown deal. We pieced together the campaign. I had friends and supporters from all over the state and from all around the country. But it was a state effort predominantly.

PS: Seems like some of the consultants come in and try to change people which gets them away from what and who they are.

BB: We talked to a lot of them and sent a lot of them packing. I didn't want to win so much that I would do some of the things they encouraged doing. I mean their business is in winning races. And mine is in being able to look in the mirror in the morning. So I had a different set of incentives. I wanted to win. I was in it to win. But a win at all costs is, I think, a loss. The whole idea of the campaign was that honor in politics is important. If there isn't honor, then it isn't the kind of politics that I want to have anything to do with. It was new territory for me and a challenging time.

PS: I know Fife Symington did rely a lot on the consultants. I remember I was working for Channel 8 when you ran against him and you both came into the editorial board that we had set up. When his people came in, they saw you were sitting side by side, and they threw a little temper tantrum. They wanted us to redesign the entire studio so you wouldn't be sitting side by side because you were taller than he was. Did you know about that?

BB: No, I would have known nothing about that. I knew nothing about that.

PS: Because he was very paranoid that he not be...



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BB: Compared?

PS: Yes, that he not be next to you. I know that when he ran against Terry Goddard, it was the same thing. They always had to be on opposite sides of the stage or wherever. You weren't aware of that?

BB: No, I didn't see that kind of thing. I was pretty far from that.

PS: Kind of silly things, I think that consultants told him or tell any candidate.

BB: I have a life outside of politics. I enjoy the political things, but I have a lot of other things that I do. There wasn't desperation about it. I see a lot of political leaders who do not have any identity other than their political life. I think that is often dangerous because they cannot lose or they don't know who they are. Or they lose their primary identity if they aren't in that political post. That's a very scary thing because they will do anything, in some cases, to stay in those roles. That, I think, is very dangerous to our democracy as a whole.

That's a little philosophizing that is not really part of what we're here to do, but something I believe in.

PS: So you're still relatively young. Do you think that you'll ever run for elected office again?

BB: I have no plans to run. You never know. You never say never. But that was an extraordinary time. The state's reputation is very important to me. We have had such extraordinary political leadership. It is important for us to preserve the positive identity of Arizona as a place where tough, candid, honest, hard-working, decent people live and raise their children. We need to keep that identity. We've suffered some hits on that positive identity. I would like to have our political leadership returned to and preserved, that great positive that Arizona historically has had. When there's a glitch from that, it's damaging. I would hope that great political leadership has come from this state, and I'll hope to support good people who offer that kind of leadership for the future as well.

PS: But not to be the one out in front?

BB: I don't see myself as doing that routinely. I don't see any occasion in the near future.

PS: What's the biggest thing you think that you learned from that experience?

BB: I learned how much I treasure this state and the wonderful people of this state. This is an extraordinary state, an extraordinary part of the country, an extraordinary part of the world. It's fun. I have many international visitors who come here to Thunderbird, or for a variety of reasons. This state causes their eyes to light up. We have an incomparable location which very few people can be distracted from.



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The state of Arizona has extraordinary beauty. Ed Mell captures that beauty in his paintings. But, even the beauty of Ed's paintings doesn't measure up to God's hand. I mean this is an extraordinary place to live. And people from all over the world come and appreciate it, so I learned an even greater appreciation for this state.

I found myself in nooks and crannies that I had not known before. I met hardy pioneering frontier people, and I met the poor and the wealthy. I met the sick and the healthy. I met wonderful people from north to south and east to west. So the great experience of that campaign was the people of this state.

PS: So, what did you do after that? What was your next step after that?

BB: Well, we had just bought a guest ranch in Montana at the time of the race. I was working to set up ownership of a resort, a fine resort, in Montana.

I was here practicing law. I was serving on the board of many state and local organizations, and also on the board of the American Management Association in New York City. It's a global organization headquartered in New York. Through a series of unusual circumstances, I became the CEO of that global organization. Still living here in Arizona, but commuting every week to New York City.

Then I taught at Harvard at the Kennedy School in the Institute of Politics where I now serve on the board. They were bright, extraordinary young students who have an interest in government or politics or leadership in a variety of ways.

PS: Your career as a candidate probably helped in teaching, I would imagine. It gave you that other perspective.

BB: Almost every student at Harvard, at one time or another is going to be asked to take a political role. It may be anything from dogcatcher to President of the United States. So to work with those young people and to talk about political leadership was really a privilege and obligation. They are going to be asked to play leadership roles, significant leadership roles, and it's advantageous to have them think through some of the issues and values that will guide them in the decisions they will make. I enjoyed working with the young students at Harvard. I continue to enjoy serving on the board.

I just finished a stint as a public delegate to the United Nations as a senior advisor on the issues that were coming up before this past session of the General Assembly. It was an extraordinary session where we had the election of a new Secretary General with the retirement of Kofi Annan, and the election of Ban Ki-moon.

We selected new leadership for the World Health Organization and new leadership for the World Food Program. It was a time of significant transition—the selection of new members for the Security Council, and new membership coming into the United Nations. The United Nations is now comprised of 192



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countries.

Seeing the coalitions and blocks that vote in that setting was an extraordinary and instructive time to be at the United Nations. I thought that was a special privilege. I spoke from that green marble podium you see from so much history of the UN and will see long into the future. I addressed the UN on the topic, America's Position on Blood Diamonds, or Conflict Diamonds.

I spoke on a passion of mine: The role of women in the world and the challenges that women confront and attempt to overcome, and how the UN can be helpful in moving forward programs that will help women. The work at the UN was another great experience and great challenge.

PS: There are some people that think that the United States should get out of the UN. They think it's worthless. What would you tell those people?

BB: The United Nations is not a perfect organization. There are a lot of problems with the United Nations. Yet it is important that there is some organization that allows nations with differing interests to bring those interests, sit down in a civil setting and work out solutions rather than going instantly to conflict.

The UN hasn't served that role as well as I would like to see it. There are many people who would think about replacing it or eliminating it completely. That's a temptation, but it is important for some setting where conflicting parties can come and sit down and work through to solution.

PS: You mentioned the American Management Association. What's that?

BB: The American Management Association is a 501(c)(3), a charitable organization that is actually chartered under the umbrella of the New York University system. It is the largest provider of management and leadership training and course work in the world. It publishes books. It has seminars and training and international councils that meet with leadership and does training for everything from warehousemen and receptionists to president's organizations.

It works with president's associations, CEO's of major entities and government entities on how to incorporate better management practices into their businesses. Peter Drucker was a leader of the American Management Association for many, many years. I had the privilege of presenting to him the highest recognition of the American Management Association, the Life Membership Award.

The American Management Association is here in America, but also throughout the world—Latin America, Canada, Europe and Asia. Even in Africa there are many programs and seminars and other events that are put together by the American Management Association. People looking for expertise in publications often refer to AMA or AMACON Books that give advice and insights in management.



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American Management Association works with students through an organization called the ISEC that teaches young students, gathers young students who have an interest in management or business or especially international management or business. The American Management Association also works with students to give them insights and mentoring and internships for their international business aspirations. It does a lot.

PS: Are you still in the U.S. Advisory on Public Diplomacy. Is that something you're still doing?

BB: I chair the U.S. Advisory Commission on Public Diplomacy. It's an advisory team for Secretary of State Colin Powell and now Secretary of State Condoleezza Rice. It gives advice on the perceptions of America from around the world—how we have formed those perceptions and what we can do to improve them. It advises on all public diplomacy tools that we use, like “Voice of America,” “Radio Liberty,” “Radio Free Europe,” those kinds of programs; as well as Fulbright Scholarship exchanges; and broadcast efforts into the Middle East in Farsi. The Advisory Commission on Public Diplomacy advises the Secretary of State, the Congress and the President on public diplomacy efforts. It's a real privilege to chair that seven-member commission and offer insights and advice at a time when public diplomacy has never been more important.

PS: Does that require you to be in Washington or do you travel around the world? Or what do you do?

BB: The advisory committee meets in Washington most of the time. We also observe, do field work in any country around the world—Europe, Asia, Africa, Latin America, and Australia. One of the members of the commission lives in Australia, so we are very well covered in that part of the world as well.

The Advisory Commission on Public Diplomacy has been around for 60 years looking at how the rest of the world perceives the United States. Never in those 60 years has it been more important. I feel a great obligation to have that advice be taken to heart.

PS: That's a pretty big job.

BB: It is a big job.

PS: Right now it seems like our image around the world is not very good.

BB: There is plenty to do in the field of public diplomacy these days. With the internet and ease of communications in much of the world, everything is much more transparent than it used to be. It is very important that we get a fair representation of America. As you can imagine, our television and our movies are what create impressions worldwide of what America is like. We have to overcome quite a bit when the perception is that we live our lives the way movies or television programs portray us.



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PS: That's a lot to overcome.

BB: I said in some discussion recently that if you're running a potential campaign and you granted to your opponent the right to use the broadcast media and you were only going to use non-broadcast tools, you would surely lose. To some extent, we are not engaging the broadcast tools positively. Therefore, we are getting an impression formed of us that may not be what we would design. We've got a lot to do to earn back a positive image and that's a constant battle.

PS: How do you think you can do that?

BB: Well, I can do a 40-minute dissertation on that, but I suspect . . .

PS: Give a two minute version!

BB: I think we need to engage broadcast media frequently and more fully. We need to be number one and then be represented as the America that we would want our children to emulate. We need to be perceived as having the qualities that America traditionally represents. If we are portrayed as great leaders, as America long has been, then we will return to the prominence and high position that I believe the nation deserves and that we have long enjoyed.

PS: I have a list here of all the corporate boards that you've been on. Are there any particular ones—the Thunderbird School, the Maricopa College Foundation—which you want to talk about?

BB: Education has always been a topic of great interest to me; as it was a high priority for my Arizona cowboy father, it is for his daughter. I consider education the ticket to opportunity. Naturally, I got a bit of an education and with that education, I support educational institutions now and will in the future.

Arizona State University was why I came here. Both Craig and I have worked to try to help Arizona State University as it changes in character, grows and excels. We've hoped to pay back a little bit by working with many of the colleges at Arizona State University.

I served on the board for most of two decades at Thunderbird, which combines the education interests with the international business and management interests that I've had for all of my life and career. Thunderbird is a great joy and an extraordinary institution; a unique, leading institution in the world.

Thunderbird is the very best in the world at what they do. As a small, stand-alone graduate school, it's very tough to persevere. But this little school is a gem in the desert unlike anything I've ever seen. It is a real community asset that I think all too few Arizonans appreciate. It is recognized—as is often said—more in Buenos Aires or Budapest than it is here in Mesa or Avondale. Maybe we're appreciating Arizona and Thunderbird more. It's an extraordinary fun, exciting, vibrant, culturally engaging and first-



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rate educational institution. So Thunderbird is fun.

PS: It's amazing that students from all over the world are there.

BB: Probably one of the most international student bodies of any academic institution in the United States, and competing favorably with most institutions around the world. Thunderbird's international student component is a remarkable asset to Thunderbird. And to the extent that the community becomes engaged with Thunderbird, it's an asset to the full community.

The graduation ceremony at Thunderbird is a sight to behold. The students present the flags of their home countries at the opening of the ceremony and it is touching. It is an eye-opener to see the number of flags. It's touching to hear the very brief, one-line comments that the students are permitted. They somehow can deliver the message of their home country with great pride and great enthusiasm in very few words.

Earning one of those Thunderbird rings, or earning the right to be called a Thunderbird, is something that most who have the privilege value among the highest of their treasures.

I've also worked with the Maricopa Community Colleges, working to aid those many institutions that comprise the Maricopa Community College system. Arizona has the largest community college network in the country.

PS: Of course, there's the Barrett Honors College at ASU. How did that come about?

BB: Arizona State University marked a significant turning point in my life. Both Craig and I very much value what Arizona State has been to this community and to us personally. We were privileged to receive honorary doctorates, both of us, from Arizona State University. The school in 2000 changed the name of the Honors College to Craig and Barbara Barrett Honors College.

Normally you die before they start changing names of things, so I was delighted; certainly recognizing the privilege it is to have your name on any wall. But to have the Honors College named the Craig and Barbara Barrett Honors College meant the world to me. And I wasn't even dead yet.

PS: Do you have a relationship with them besides having your name there?

BB: The Honors College is one of the newest colleges at Arizona State University. It didn't exist until a couple of decades ago. It has really grown under the leadership of Ted Humphrey and then of Mark Jacobs—the two deans of the Honors College.

It's a great life changer for young people who have academic capability, but prefer not to go to one of



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the Ivy League schools or one of the big name schools outside of Arizona. If we are going to keep those superstar students here at home in Arizona, it is far more likely to happen through an Honors College. The Honors College gives an Ivy League level education in a setting in the Arizona sun which, from my perspective, offers much better living quarter than what most of the Ivy League schools do.

The Honors College has been a great joy to be associated with because of the remarkable performance in being among the top handful of scholarship recipients—Rhodes Scholars, Truman Scholarships and Marshall Scholarships. It is one of the most productive public universities in the country. Even competing with the private universities, it is in the top ten recipients of the usual markers of top achievement.

PS: You've seen the university change from the one campus in Tempe to now four campuses including the downtown campus. Did you ever think you would see that growth?

BB: Arizona State University has certainly transformed since the comfortable, sleepy college with the great football team that I attended. It was that party school and football team that branded Arizona State University. It's wonderful that it now has biosciences, Mars Lander, Honors College recipients, and award recipients. Top recognition of that sort joins a great football team and good parties as the hallmark of Arizona State. I think that Arizona State offers a great education and life too. So it's a great place to go to school and I think one of the real gems of Arizona.

PS: What about some of your other community involvement? You talked about, early on, getting involved in Valley Leadership and getting to know the community and the different organizations. Have you stayed involved with any of those local groups?

BB: You know, locally I've been involved with health care or human services, arts, academic settings, just about all of the community operations. Most recently I serve on the boards of Mayo Clinic and Thunderbird. I continued active involvement and support with many of the arts programs and academic programs from kindergarten through graduate school.

I've particularly enjoyed working with the Academic Decathlon. When we think about students competing in high school, we think of a sports field or a track or a basketball court or something of that sort. It's great fun to see academic competition by our high schoolers, as well. It's especially rewarding to see that some of our academic decathlon competitors have done top-rated performances in the national competition as well.

I look for ways to have learning be fun and entertaining. And that's drawn me to a lot of the academic institutions in our community, including competitive—outside of the classroom—academic competition.

PS: Tell me about the International Women's Forum. Are you still involved in that?



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BB: I was one of the founders of the Arizona Women's Forum, which is a member forum of the International Women's Forum. The International Women's Forum is comprised of forums from all over the United States and many countries around the world. Through the International Women's Forum, I have met extraordinary women of achievement from all over the world and have worked to set up chapters of the International Women's Forum in many countries outside of the United States.

I've worked to establish the Irish Forum. We just were in Jordan where Her Majesty, Queen Rania founded, at my request, a chapter in Jordan. I had a hand in the chapters in Chile, Argentina, Ecuador and South Africa and will be leaving later this month for one of the European countries, for an additional European chapter.

When you see what women have achieved, the International Women's Forum is a great occasion for women of extraordinary achievement to get to know each other, to sit down and work together. That's what the International Women's Forum does. The lesson of the International Women's Forum is to provide role models and inspiration for women who have not yet met that level of achievement.

I serve as Chairman of the Women's Economic Empowerment Task group for Secretary of State Condoleezza Rice, working to find ways of empowering women, especially in the developing world, so they can meet their basic needs. We find that as women achieve some level of financial success, they're far more likely to invest that in their children and in the education of their children, in both their boys and their girls, providing opportunity for the future. I'm working to think of ways and devise ways to bring greater attention to the plight of 50 percent of the world's population, the women of the world.

Through the International Women's Forum, we're seeing the most accomplished women of the world. Through the work with the Women's Economic Empowerment, we're seeing many of those women who live on less than a dollar a day in the developing countries where the slightest bit of opportunity will be met and multiplied by quite enterprising entrepreneurial women, if they're given the very slightest chance.

PS: Do you think we'll ever come to the point where women will truly be equal all over the world?

BB: My goal for women is to have their gender not be an impediment. To have them receive every opportunity regardless of their packaging. Women should be recognized for the talent they bring to the table with no special handicaps or hurdles. I would like to see more women be given more opportunity. My goal is to allow capability to be the determining factor of what men and women can achieve. It seems women have faced more challenges in that regard these days. I'm working and tugging in the direction of opening more doors, opening more opportunities for women.

PS: What does the Arizona Women's Forum do? I've heard of a lot of the Arizona women's groups. That's not one I've heard of.



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BB: It's not one that seeks publicity. The Arizona Women's Forum is a group of women who get together and work and share some of their work experiences and learn from each other. It's a forum in which we hear of things that are going on in their communities. It meets nationally and globally to help other women also understand ways of giving back and ways of reinvesting their knowledge and helping younger women who are on their way up.

PS: I know you've received numerous awards throughout your life. One that stood out was the Horatio Alger Award. Do you want to talk about that one?

BB: The Horatio Alger Association has a long history, a 60-year history of recognizing people who have come from humble means to achieve extraordinary success. That's what the award is designed to recognize. What the association does that is most fulfilling is granting scholarships. It seems that it's the largest provider of needs-based scholarships in America. It raises money to grant scholarships to young people who have faced severe adversity.

These are young people who have had challenges vastly beyond anything that the adult's award recipients might envision. Some of these students have seen tragedies in their families. Cases like a father shot the mother, so the father's in jail and the mother's dead. But this student is starring in the athletic field and academically performing, turning to books and performing superbly in the academic pursuits. In most cases, the student is not going to be able to go to college unless there is some financial help.

This organization, the Horatio Alger Association, finds these young students and finds a way to make their college dreams come true. They are financially supported and they receive mentoring. They have the camaraderie of meeting each other, teaming up and learning that others have faced challenges as well. In the end, they work their way through college, achieve extraordinary successes, and have their own families. Hopefully they overcome some of the challenges and threats of their youth.

PS: When did you receive that award?

BB: I received the Horatio Alger Award in 1999.

PS: Was that one of the more special awards that you've received?

BB: The Horatio Alger Association does a wonderful job in their recognition. They do an elaborate banquet. This one in Washington starts with going to the Chambers; the United States Supreme Court Courtroom is rarely used for anything other than law. But for the Horatio Alger Association, the ten or so recipients of that award each year are brought into the courtroom itself. Clarence Thomas draped a medal over my neck as though I were an Olympian, and spoke warmly and quite knowingly about the challenges that youth can involve. It was an unusual award because of the colleagues, the challenges, the



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pageantry, but most of all, because of the return to the students that received scholarships as a result of this recognition.

PS: What do you plan from this point on? You're still relatively young compared to some of our Historymakers who are in their 80s.

BB: Well, I enjoy very much what I do. I enjoy the international work. There was a time when Arizona was not very international, but that can't be said anymore. The Southern part of Arizona has always been international with a face toward Mexico. Increasingly, the whole of Arizona is globally international.

Our five Cs that were the basic economy of Arizona as children's textbooks would relate, has now converted to where it's a lot more international. We have more diverse product lines that we're producing from our state. We've got a lot more aviation and a lot more education. And I hope to continue to be involved in Arizona's education and international perspectives for a long time.

PS: It sounds like you're still traveling a lot, too. Do you think you'll spend more time here?

BB: I hope to spend more time here. I enjoy very much what I do but I don't look for travel. My happiest moment is when the pilot cuts the engine of that 737 or Airbus 320 and you start the approach into Phoenix from St. Johns because I know I'm going home. The view of the Superstitions as we're just coming over them and heading in for a landing at Sky Harbor Airport is always the happiest part of my day or week.

I hope to be here. I intended to be an Arizona resident from the time I got here until my dying days; this is my home. I'll no doubt continue international work. I'll be in Afghanistan in a month. I'll be in Europe before I go to Afghanistan. I continue to do quite a bit of international travel, when I must, but I enjoy being home more than anything else.

PS: You certainly have seen Arizona change since you came here in 1968. Talk a little bit about how you have seen it change.

BB: You know, every place changes, but Arizona changes faster than just about any place else. As a lover of that great outdoors, it's a heartbreak to see some of the development. But, it's encouraging to see that there are some fine quality developments that are being put in. And so, I love getting to Arizona. I think that growth is in our blood. This is what Arizona does. We're going to continue to see growth.

I am so appreciative to those Arizona Historymakers who had the vision to preserve the tops of our mountains. To do some green space set-asides, or brown space, or desert space, desert landscaping set-



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asides, and the vision of our forefathers to bring water here, to preserve their desert landscaping. This gave us the largest municipal park in the United States with South Mountain.

To think about the thing that is the attraction to Arizona: the great indoor/outdoor life that we have. I'll hope to continue to see that preserved as we grow. We will hope to see the economy prosper, but we need to do that while retaining a sensibility about the fine quality of life that is our biggest hook.

PS: You never did have children, did you?

BB: I have no children.

PS: As you grow older, do you have advice that you give to young people today?

BB: I'm often asked for advice by students and my guiding words would be to follow your heart. Do something you love. Learn as much as you can as early as you can. Learn lots of different things and sample lots of different things. But then follow your heart and do what you love, you'll do better than if you follow some calculating aspirations. Always follow your heart.

PS: That's good advice. Is there anything that I didn't ask you about that you wanted to talk about? That I should have asked you?

BB: Well, let's see. I'd like to say a little bit more about my father's time here as a cowboy.

I came to Arizona because my father had been so much inspired by what he saw in Arizona. Now he saw it as a cowhand. Not as a rancher or not with any great wherewithal. He came here and worked in the Big Basin area between Bagdad and Camp Wood, and learned a great appreciation and affection for this state. He didn't get a chance to apply that as an Arizonan in his adult years because of World War II. He joined the service in Prescott and was hurt during World War II. But he raised us with persistent statements about how great Arizona was, and that some time he was going to take us to Arizona and show us this great state that had meant so much to him. Though he wasn't able to do that, we all found our own way to Arizona. At one time or another all of the six kids came to Arizona. With me it stuck.

I came to Arizona and I consider this my stopping place. This is where I've come to live. So it is through Arizona's history—maybe it's those movies that were made so long ago—it attracted young people like my father during his youth. That set the stage for my coming here and hopefully living the rest of my life here. Even when responsibilities take me to other places during the weekday, I still consider Arizona home on weekends and any other time I can find.

PS: What about your other brothers and sisters? You say they've all visited. Have any of them settled here?



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BB: I'm the only resident. But they've all come through for various visits and various lengths of time.

PS: Did you think when you came here for college that you would . . .

BB: Oh, no. I thought when I came to Arizona State I would come for a semester to get to see this place that my dad had talked about. Maybe I would get to meet that cowboy, the rancher that he so adored and whose name was Bert Smith. To me, Bert Smith and Zeus were about the same kind of guy. Growing up my dad would talk about Bert Smith in Bagdad, Arizona and I thought maybe I would get to meet Bert Smith, which in fact, I did. I rode on a roundup with him and I stayed in a bunkhouse that my dad had helped build. I got to know Bert and his wonderful wife Ida very well.

I thought I would come, spend a semester, see this place and then get back home to Pennsylvania where I thought my destiny would be. But wonderful jobs and extraordinary people, and a sunrise that grows on you, led to my wanting to be here forever. That has turned out to be the way it's gone.

PS: It's great that you actually did meet Bert Smith.

BB: I met Bert Smith and rode on a roundup with him. The county sheriff of Yavapai County had a daughter who was studying at Arizona State University. Bert talked to the sheriff; the sheriff talked to the daughter; the daughter and I met; and I went to Bagdad, Arizona with the daughter. Bert came down from the ranch and met me at the sheriff's house. It was one of the little company houses in Bagdad. I got there first, the door opened and Bert walked in. And like is so often the case, he was a very skinny cowboy. He had a dark brown weathered face and the cowboy hat, the suntan that stopped just above the eyebrows, and his much heavier wife. I remember his words as he turned to his wife and said, "I told you Harvey McConnell's kid would be no hippie!"

I thought that was a statement of some positive reflection that I didn't have time to be a hippie. I never had thought that his perception, coming down from the ranch, was that he was probably concerned that I was going to be a little more "hippified" than what I was.

PS: You probably impressed him with your riding skills.

BB: Yeah, well, I could ride a horse pretty well. I can ride a horse and I can shoe a horse. I can saddle a horse without any problems, or ride him bareback if I needed. I would handle the horsemanship pretty well. Though I bet I could still learn a whole lot from Bert Smith. No matter how much I thought I came West with, I'll bet there were a lot of horsemanship skills that I could learn from Bert Smith.

PS: How old were you when you actually met him?

BB: I was in my mid-teens, sixteen or seventeen.



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PS: When you first came here, that was one of the first things you did?

BB: I went up there for Thanksgiving of my first semester at Arizona State.

PS: Didn't waste any time!

BB: No, no, he was my big attraction. He was the only name I knew west of the Mississippi or west of the Ohio River. I was very interested to meet Bert Smith. My dad, after his military time and while he was raising us, would exchange Christmas cards with Bert and Ida Smith. He would write a significant note in those Christmas card and I would always read them. They would exchange a letter, maybe once or twice through the year, as well. I also enjoyed those. Then as I got old enough to write, I would include a little note with my dad saying, "Hi Bert, my name's Barbara and I'm Dad's kid," and tell him a little bit about what I was doing. Then when Dad died, I wrote to Bert and told him.

My dad, when he was a cowboy, was not a well-educated man. But, in his perfect penmanship, he kept a little diary that would fit in a man's shirt pocket. He would write a little something almost every day. I mean, for a Pennsylvania flat lander reading, "I killed a rattlesnake today; that makes 49." Those kinds of readings stuck with me.

It was important to me to read Dad's diary and to see that he was keeping track every day of what they did and how he spent the time. He had great affection for the people and the places of Arizona. While much of Yavapai County and certainly Maricopa County have grown and changed, I think that back basin under Blue Mountain, near Bagdad, is not changed that much.

PS: It's still pretty remote even today. You have to want to go there!

BB: Yes, you don't happen by that on the way to something else. But we have gone back. I've taken Craig into that big valley. We get back up in there every several years.

PS: Is Bert Smith still with us?

BB: No, he's quite gone. But I kept in touch with him up through the rest of his life.

PS: What about your dad's diary? Do you still have that?

BB: Yes, I do. In fact, I brought it from Pennsylvania. We're going to do a transcript of it. Some of it may be of interest. He mentioned some of those wonderful ranch names and Bert Smith. He was never a big, big land owner or had a big-time ranch. But he mentions the Neal's in the Kingman area and people whose names I know also from their continuing ranching family concerns in Kingman and Prescott areas.



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PS: Which theater did your father serve in during World War II?

BB: I don't know that we ever got into that. I mean his Army Corps of Engineers.

PS: Was he in Europe?

BB: I don't think he got to Europe. I don't know.

PS: Did you get to know Frank Sackton at all?

BB: I did!

PS: I got to do his oral history.

BB: Is that right! Oh, what a champion! Speaking of theater, in his case he served in the Pacific.

Yes, I knew him both from state government and from Arizona State University. I know he lost Jane, his wife, several years ago.

PS: He's still teaching a class on Saturdays. He's in his 90s, but going strong and still teaching.

BB: I ran into him in the Capitol Mall one day. I said, "Hey, Frank, how are you doing?" He said, "I've just had a tough meeting." I said, "What happened?" He said, "I'm coming from the governor's office. I gave him some advice that I gave MacArthur once. I told him, 'Governor, you're going to have to ration your enemies.'"

And I said, "Now that's good advice!" And there are many occasions when you can apply the wisdom of the idea that you've got to ration your enemies. You can have enemies. If you don't have enemies, you probably aren't doing anything. But you're going to have to ration your enemies. You've got to have some limit to how many enemies you make in this life.

I've quoted him often for the advice he gave both to General MacArthur and to one of our governors: it's important to ration your enemies.

PS: I always ask everybody about their advice for young people, and yours was very good. I'm sure there are a lot of good ones, but his sticks in my mind because it was different. He said very concisely, "Listen more than you talk."

BB: Ah! That's good. That must be hard to video somebody though. Get an oral history from somebody that's telling you to listen more than you talk. You've got to be able to talk when the time is



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right.

PS: I think we've covered most of the things. If you think of something later, we can always come back and add it to it. But I think we've covered a lot of your life, starting with the early days.

BB: I'm comfortable if you are.

PS: I'd love to see your father's diary; sometime we could get a picture of that.

BB: Yes, I brought it back. I was in Pennsylvania and brought back a photo of my dad on his horse in Bagdad, and one of the diaries. But, it's old yellowed paper.

