



HENRY F. BURROUGHS '68

DISTINGUISHED ALUMNI DISTINGUISHED ALUMNUS AWARD - 2018

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YOU GREW UP IN THE NORTHERN SUBURBS OF WASHINGTON NEAR THE DISTRICT LINE, CLOSE TO THE UPPER RIVER AND THE OLD CANAL. IT WAS A HEAVILY WOODED AREA BACK IN THOSE DAYS, AND WINTER STORMS WERE SURPRISINGLY FIERCE DURING THAT TIME TOO, WHICH MEANT A LOT OF MEMORABLE SNOW ACTIVITIES, PLUS SHOVELING CHORES – AND IF YOU WERE LUCKY, NO SCHOOL. SOMETIMES YOU WERE.

YOUR PARENTS CAME FROM LITTLE COUNTRY TOWNS IN MARYLAND – ONE A HISTORIC PLACE IN THE NORTH NEAR THE WEST VIRGINIA BORDER, THE OTHER A TINY CROSSROADS VILLAGE ALONG THE LOWER POTOMAC NEAR THE CHESAPEAKE BAY. YOU GREW UP IN WHAT WOULD TODAY BE CALLED AN OUTDOOR LIFE. FISHING, HUNTING, BOATING, SAILING, AND BEING ON THE WATER WERE ALL A BIG PART OF THE PROGRAM FOR YOU, ALONG WITH THE USUAL SCHOOL, SPORTS, AND SCOUTING ACTIVITIES.

YOUR FAMILY WAS ALSO IN THE TOUR AND TRANSPORTATION BUSINESS THERE IN THE D.C. AREA, AND ASSIGNMENTS CONNECTED TO THAT WERE YOUR REGULAR HOLIDAY AND SUMMER JOBS. IT WAS IN CONNECTION WITH THEIR BUSINESS THAT THE FAMILY MIGRATED VERY ABRUPTLY AND UNEXPECTEDLY TO CALIFORNIA DURING THE SUMMER AFTER YOUR SOPHOMORE YEAR.

YOU LANDED AT CATE AS A NEW JUNIOR, HAVING SPENT THE PREVIOUS YEARS BEGINNING WITH SEVENTH GRADE AT THE GEORGETOWN PREPARATORY SCHOOL. ABOUT THE CATE YEARS, IT'S FAIR TO SAY IT'S COMPLICATED; IT WASN'T YOUR IDEA AT ALL TO MOVE ACROSS THE COUNTRY TO A NEW HOME AND SPEND THE REST OF HIGH SCHOOL IN A SMALL BOYS' BOARDING SCHOOL. YOU THOUGHT YOU WERE A LITTLE TOO OLD AND A LITTLE TOO RESTLESS IN SOME WAYS TO BE STARTING IN THE SCHOOL AS IT WAS BACK THEN. YOU WERE ALSO MOSTLY OUT OF ORGANIZED SPORTS DUE TO A BACK INJURY (FROM PLAYING FOOTBALL BEFORE YOU GOT THERE), BUT YOU DID HAVE AN ELECTRIC GUITAR, AND YOU HAD A NUMBER OF OTHER INTERESTS THAT THE INJURY GAVE YOU SOME EXTRA TIME TO PURSUE INDEPENDENTLY.

THE THINGS YOU REMEMBER MOST OF THAT TIME AT THE SCHOOL: EXTRAORDINARY COMRADESHIP, SOME OF WHICH CAME WITH THE GENERAL CIRCUMSTANCES BUT MUCH OF WHICH WAS UNIQUE TO CATE AND THE DISTINCT PERSONALITIES OF CLASSMATES, INCLUDING THOSE AHEAD OF AND BEHIND YOU. IT WAS A MUTUAL SUPPORT CULTURE THAT SUSTAINED ITSELF BEYOND YOUR SCHOOL DAYS. ALSO, MUSIC WAS A GIGANTIC FACTOR FOR A GROUP OF YOU AND YOUR CLASSMATES WHO LIKED TO PLAY IT OR GET OUT AND LISTEN TO IT. YOUR FRIEND BILLY (STEINBERG '68), WHO HAD ALSO ARRIVED JUNIOR YEAR, WAS KIND OF A MUSICAL SPARK PLUG AND HAD DRAFTED SOME OF YOU EARLY IN THE YEAR FOR THE TALENT SHOW AND IMPROMPTU JUG BAND RECITALS. YOU ALSO SOMEHOW MANAGED TO GET OUT FOR ALL THE GREAT SHOWS THAT WERE THEN HAPPENING ALMOST WEEKLY NEARBY AT THE LITTLE PAVILION AT THE SB FAIRGROUNDS AND IN THE GYM AT UCSB.

YOU REMEMBER THE PARTICULAR FRIENDSHIP OF A COUPLE OF TEACHERS WHO WOULD STICK THEIR NECKS OUT TO DEFEND WHAT IN SOME QUARTERS MAY HAVE BEEN REGARDED AS CONSISTENTLY UNACCEPTABLE DEPORTMENT. ONE OF THESE WAS THE LATE ANDY LAPIDUS, INSTRUCTOR OF FRENCH, WHO TOOK A GROUP OF STUDENTS ON A FOREIGN STUDIES TRIP TO THE UNIVERSITY OF GRENOBLE, FRANCE IN THE SUMMER OF 1967. HE ALSO IN THE FOLLOWING YEAR TOOK A COUPLE OF SENIORS, INCLUDING YOU, ON A SCOUTING TRIP TO THE CAMARILLO STATE MENTAL HOSPITAL TO CREATE A NEW SERVICE PROJECT WORKING WITH VERY DISTURBED YOUNG KIDS. IT WAS DEEPLY DISTURBING IN ITSELF TO HAVE A COMPLETE, CANDID TOUR OF THE WHOLE PLACE THAT DAY, BUT YOU DID IMPLEMENT A WEEKLY VISITING PROGRAM THAT A NUMBER OF STUDENTS PARTICIPATED IN, AND AIDED SOME HEARTBREAKINGLY AFFLICTED YOUNG PEOPLE.

A COUPLE MONTHS FOLLOWING GRADUATION FROM CATE, AND THE DAY AFTER YOU ARRIVED TO START COLLEGE IN BERKELEY, YOUR FATHER DIED VERY SUDDENLY. THIS OF COURSE CHANGED EVERYTHING FOR YOUR FAMILY, INCLUDING YOUR BUSINESS INTERESTS, MOST OF WHICH HAD JUST RECENTLY BEEN ACQUIRED IN A VERY HIGHLY LEVERAGED, TURNAROUND TYPE SITUATION. SO DURING COLLEGE THERE WAS VERY HEIGHTENED INVOLVEMENT IN FAMILY DECISIONS. YOU STUDIED A LOT OF ECONOMICS AND DRAMATIC ARTS WHILE ULTIMATELY RECEIVING A BA IN HISTORY.

LESS THAN TWO YEARS AFTER GRADUATING FROM BERKELEY, WHILE YOU WERE WORKING IN LOS ANGELES IN THE FINANCE DIVISION OF YOUR FAMILY COMPANY, FIRST GRAY LINE CORPORATION, YOUR MOTHER DIED UNEXPECTEDLY. YOUR YOUNGER BROTHER, SISTER, AND YOU WERE THE ONLY REMNANTS OF THE FAMILY AT THAT POINT, ALL WORKING IN THE BUSINESS. IN TAKING CONTROL OF WHAT WAS ALREADY A COMPLEX PORTFOLIO OF FAR-FLUNG PRIVATE BUSINESSES THAT INCLUDED BUS AND CAR RENTAL OPERATIONS AT AIRPORTS, HOTELS, AND TERMINAL OUTLETS IN SEVEN STATES, YOU BECAME CHAIRMAN AND CEO. THE NEXT THREE DECADES WERE PRIMARILY CONSUMED DEVELOPING AND EXPANDING THESE BUSINESSES. YOUR CAR RENTAL UNIT WAS THE EXCLUSIVE AVIS OPERATOR IN MUCH OF THE SOUTHWEST, INCLUDING SEVERAL OF THE VERY LARGEST U.S. AIRPORTS; YOUR BUS OPERATIONS INCLUDED GRAY LINE TOUR AND CHARTER OPERATIONS IN A NUMBER OF MAJOR CITIES FROM WASHINGTON D.C. TO LOS ANGELES, AS WELL AS THE LAS VEGAS AREA MASS TRANSIT SYSTEM. LATER ON, HAVING EVOLVED TO BECOME A VERY LARGE, SUCCESSFUL, AND CUSTOMER-FOCUSED PRIVATE BUSINESS WITH AROUND 1500 EMPLOYEES, YOU WERE ABLE TO CREATE AN EMPLOYEE STOCK OWNERSHIP TRUST (ESOT) FOR YOUR CAR RENTAL UNIT PERSONNEL, ONE OF THE LARGEST THAT HAD BEEN IMPLEMENTED TO THAT TIME.

WHILE THIS WAS HAPPENING, YOU TOOK TIME TO CONTINUE A NUMBER OF PERSONAL PURSUITS AS A PILOT, A WELL-TRAVELED FISHERMAN, A HUNTER AND CONSERVATIONIST, A RANCHER IN THE SACRAMENTO VALLEY, A RESTORER AND COLLECTOR OF CLASSIC SPORTS CARS AND, LATER, OF AMERICAN PAINTINGS. YOU EVENTUALLY DEVELOPED A PROFESSIONAL INVESTMENT PLATFORM, BECAME A PARENT OF THREE SENSATIONAL CHILDREN AND, OF COURSE, AN INVOLVED TRUSTEE AND SUPPORTER OF INDEPENDENT EDUCATION, AS WELL AS ARTS AND CONSERVATION ORGANIZATIONS.

THE CATE TRUSTEESHIP, WHICH HAS BEEN SO ENDURING AND MEANINGFUL AN EXPERIENCE, AT THIS POINT HAVING BEGUN IN 1995, WAS NOT SOMETHING YOU WOULD HAVE INITIALLY FORESEEN AT ALL. AFTER A CHANCE ENCOUNTER WITH YOUR FORMER TEACHER SCOTT MCLEOD AT A SOCIAL EVENT, YOU HAPPENED TO DO A FAVOR FOR THE SCHOOL'S FINANCIAL AID PROGRAM BECAUSE YOU BELIEVED IN THE JOB THEY WERE TRYING TO DO THERE. A COUPLE OF YEARS LATER, DAN EMMETT TALKED TO YOU ABOUT JOINING THE BOARD, AND REALLY ON THE STRENGTH OF YOUR BOUNDLESS RESPECT FOR DAN, WHOSE PLACE YOU WERE ALSO TAKING ON THE BOARD OF A DIFFERENT SCHOOL THAT YOUR YOUNG CHILDREN ATTENDED, AND THOUGH EXTREMELY TIED UP PROFESSIONALLY, YOU CAME ON.

THE CATE TRUSTEE EXPERIENCE WAS BOTH OVERWHELMING AND REWARDING FROM THE START. YOUR FRIEND DAVE (CHAN '68) FROM HONG KONG CAME ON WHEN YOU DID. SO MANY GREAT PEOPLE – PAUL DENISON, NORM SPRAGUE, GEORGE JAMES, BILL NEW, MIKE MORPHY, TO NAME JUST A FEW OF THOSE WHO ARE NO LONGER WITH US, PLUS OF COURSE RICK BAUM, GREG KUBICEK, NELSON JONES AND OTHERS WHO ARE NOW GREAT OLD FRIENDS BOTH ON AND OFF THE BOARD CURRENTLY – WERE ALL THERE. ALSO THERE WERE ADMINISTRATORS AND FACULTY, ALL OF WHOM YOU WERE MEETING FOR THE FIRST TIME. THE FRIENDSHIP OF ALL THESE COLLEAGUES, ALONG WITH THEIR TALENT, COMMITMENT, GENEROSITY, AND EFFORT TO PROVIDE ANY ASSISTANCE AND SUPPORT TO THE MISSION OF THE SCHOOL AND ITS STUDENTS, WAS OBVIOUS FROM THE BEGINNING AND COULDN'T BE OVERSTATED.. THAT'S HOW IT ALL STARTED IN YOUR CASE. MUCH HISTORY AND EVOLUTION HAS FOLLOWED.

COMING FORWARD TO THE PRESENT TIME, THE CALIBER OF THE DIVERSE STUDENT BODY AND ITS COHESIVENESS, FOCUS, AND ESPRIT, HAVE NEVER BEEN AT A HIGHER LEVEL. EVEN AS A NON-PARENT TRUSTEE FOR MANY YEARS UNTIL JUST RECENTLY, YOU HAVE BEEN ABLE TO SEE THAT THE VALUE OF THE CATE PROJECT IS TRULY VERY GREAT, AND IT HAS BEEN A TERRIFIC EXPERIENCE FOR YOU TO BE ABLE TO CONTINUE PARTICIPATING IN IT.