

Paths to Success

Some of our most successful alumni reflect on their Baylor experience, what's inspiring them, and how they say "no" nicely

In the past two issues of *The Baylor Line*, we've caught up with past winners of the BAA's Distinguished Alumni Award. We wondered whether they have common traits or experience—beyond their time at Baylor. One thing we realized was that many tend to have been successful in multiple careers, so we asked what it takes to accomplish that.

"It's a combination of a little bit of talent, working hard, and driving toward goals," says **Gerald Haddock '69, J.D. '71**.

Gil Stricklin '57 agrees with the importance of hard work and having goals: "There must be an unshakable belief in the mission to be accomplished. Through dedication and tenacity, with hard work, you can continue in a spirit of entrepreneurship that is anchored in courage above fear of failure, with faith to succeed."

After a bit of thought, **Dr. Jerry Marcontell '56, M.D. '63**, references Ecclesiastes 9:10, which says, "Whatever your hands find, do with all your might." "Everything I've tried to do, I've engaged it passionately," he said. "I've had a long career in medicine and it's impossible to do it well if you don't have passion. I've always been able to sleep well at night -- I made the best decision at the time with the information I had. Leave your best game on the field. You can outthink me, you can out-heritage me, you can out-

spend me, but you can't outwork me."

Educator Gerald Cobb '50 thinks success has more to do with process. "I have discovered that the higher you go in administrative careers the more the job descriptions become similar," he said. "The job of a top administrator is to establish goals, develop strategic plans, make assignments, and evaluate results."

Maj. General (Ret.) David Rubenstein MA '89 drew his answer from literature: "To be successful in one's life pursuits – personal and professional – requires a certain degree of doggedness, persistence and guts. It's also important that you're in charge of you. As the 12 dwarves sing to Bilbo Baggins in "The Hobbit:" "The greatest adventure is what lies ahead. Today and tomorrow are yet to be said; the chances, the changes are all yours to make. The mold of your life is in your hands to break!"

And with that, on to the interviews.

GERALD HADDOCK Entrepreneur (And a Whole Lot More)

GERALD HADDOCK '69, J.D. '71, HAS WORN PLENTY of hats over his career. He made partner in the Houston office of Fulbright & Jaworski LLP. He served as counsel to the Fort Worth-based Bass family and was Richard Rainwater's chief negotiator and lead transactional attorney. Co-founder, CEO and COO for Crescent Real Estate Equities, which acquired



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Haddock with his 4-year-old granddaughter: "Scout loves art so much that she and I take an art class together every week. We play art wherever we are."



commercial office projects throughout downtown Dallas and Houston and went public in 1994. He was a minority owner and general counsel of the Texas Rangers baseball club during President George W. Bush's tenure as general partner. He founded the Haddock Foundation to create opportunities for college-baseball players through the Texas Collegiate League Ltd., and he's the Commissioner of the summer wood-bat league. He created the Haddock Center, which enabled him to funnel his passion for art into a study and research center for the paintings of British impressionist Stanhope Alexander Forbes. Haddock now serves as a board member of publicly-traded ENSCO Plc and Meritage Homes Corp. He also is on the board of directors of CEELI, a non-profit in Prague that provides training, exchanges and education to legal professionals in Central and Eastern Europe. He's very excited that in this stage of his life he has a chance to work closely with his children, including an impending movie project with son Russell, a Baylor graduate with a degree in film. Haddock is acting as Executive Producer on this film, which starts production this fall. He also still manages select litigation matters through the Haddock firm.

What have you been up to lately? I am working on a 65-acre real estate development in north Fort Worth and negotiating contracts for retail pad sites. I'm making some investments in shale plays in south Texas, buying debt or other

assets for cents on the dollar and preparing to structure deal with operators. I've also spent the last three years developing relationships in Los Angeles and Hollywood and learning about the filmmaking industry. Every day is busy and different and still exciting. I rise early, around 3:30 or 4 a.m., have a little coffee, pray, exercise, consider my investments and trades and then by 9:00, I'm at the office ready for the day's challenge.

How did your Baylor experience shape your life? Baylor's mission as a Christian institution has had a profound effect on the decisions I have made throughout my career. One example: While I was at Crescent, I had an opportunity for a \$2 billion casino acquisition in Los Angeles.

There was a lot of pressure to make the deal. Based solely on the financials, it looked like a good gamble. But my upbringing and Baylor background slowed my analysis and made it difficult to make. Baylor was always a beacon in both my personal life and business life. I would always ask myself if my conduct would pass the Baylor test. The Baylor Beacon and my Baylor friends probably kept me from making some big mistakes.

Honestly, though, in recent years the Baylor Beacon has changed for me. I still love my school—don't get me wrong—but Baylor's world view has changed much like the world view of our country. It is getting harder and harder to see a distinction in the Christian and the secular. I realize that we must evolve in our Christian universities and in society in general, but I regret that we consider, at times, compromising necessary in order to win. We need to stand taller and be more committed to what's right than getting caught up in the maze of promotions. Universities need to develop a sense of accountability with every student—being surrogate parents is a great obligation that offers great opportunity to separate the Christian education from other public institutions. I'd like to see us be a little stronger. You have to be careful that your desire to be a world-class institution doesn't cost you your soul. In this regard, the BAA could continue to be a protector.

You probably have a lot of people asking you for things. How do you decide which ones to do and which

ones to say no to, and what's your approach to saying no? Saying no is the hardest thing to do but the most important. Without "no," yes has no real meaning. It's certainly more popular to always say "yes," but people who know me know that when you get a "yes," you are getting a well-reasoned, considered and passionate response. It takes strength to say no. You have to learn to explain your rationale but when you do that effectively, you are also teaching how to get to "yes." If you're blunt, you can lose a friend. But if you take the time to explain, you can remain in a position of encouragement and better direct the person toward something that will be a better opportunity in the long term.

What are you feeling particularly passionate about these days? I truly enjoy collecting the art of Stanhope Alexander Forbes. I chose this artist because of his subjects and light. I have 13 paintings. I believe it's the largest private Forbes collection in the world, and they each have special meaning to me. The paintings are of common people, doing an honest day's work in beautiful light and oftentimes around water. That is how I was raised on Caddo Lake. I have become my own curator and put together a collection that tells a story. Tolstoy talked about art creating an emotional connection that is exactly what this collection has done for me. An unexpected consequence of this collection is that my children and grandchildren are now interested in art as well. One of my granddaughters, age 4—I have six, all girls—is certain to be a Baylor Bear one day. She loves art so much that she and I take an art class together every week. We play art wherever we are.

And of course, I'll always be passionate about being an entrepreneur. I am thankful for and appreciate the work that the Baylor Business School did and is still doing in that area. Entrepreneurism and critical thinking are difficult skills. Receiving a core education program coupled with real-life opportunities make for a success in business and in life. I am passionate about teaching my employees, partners, and family about becoming a success through entrepreneurship. I try to explain that "selling is asking for a 'yes' while entrepreneurship is about asking for a 'yes' and having the ability to say 'no.'"

How do you define success today and has that changed over the years? Today, it's about doing something meaningful in a philanthropic family-oriented encore. It's not about a retirement; it's about using skills in a different way. In the past, it was about being fast-charging, goal-oriented in an effort to accumulate capital. Today, it's about utilizing that capital to make a broader connection with my family. Where once it was about putting touchdowns on the board, now it's about how good you are at giving back.

My success is due to being generally coachable. I come to the table with a certain skill set and mental curiosity. I start out with the assumption that I'm not the smartest guy in the room and then going to find or connect with the smartest guy.

It's all about learning, learning, learning.

What are the one or two best decisions you've made in your professional or personal life and what did you learn? Initially, I tried to make decisions based on what arenas I wanted to be involved in, have longevity in, and be impassioned about. Fulbright and Jaworski provided me with a foundation so I suppose the first 'best decision' was deciding to practice law in a big firm. I went there and stayed eight years. During that time, I had some opportunities presented to me to leave, but I turned them down to develop the professional infrastructure that only a large, established firm could provide.

The other 'best decision' I made was marrying Diane. She's a tremendous woman, and has kept our family together in the best and worst of times. I am very proud of our family.

What's the best piece of advice you've ever gotten? A senior partner at Fulbright & Jaworski told me to stay at the firm early on and turn down a very attractive offer. He said that in the entrepreneurial world, you don't start a new job every year. It's takes time to develop all the skills you need to be a successful lawyer or businessman. Focus is important.

What's inspiring you right now? I really enjoyed "The Frackers" (by Gregory Zuckerman), which is about the developers of the oil-shale industry. As I read it, I found I knew about half the people in there so I got their personal stories. I also like "My Promised Land" (by Ari Shavit), which is one of the best written books I've read about relationships between the Palestinians and Israelis and about problems that are not going to be easily solved. I'm on the board of CEELI, and "My Promised Land" has inspired me to go back and take a more active role.

LINDA HUNT BUNNELL Higher Education Administration

LINDA HUNT BUNNELL '64 HAS SPENT HER PROFESSIONAL life in higher education, serving as professor and dean at the University of California, Riverside; Dean for Academic Programs and Policy Studies for the California State University System; Vice Chancellor for Academic Affairs for the Minnesota State Universities; Chancellor of the University of Colorado at Colorado Springs; senior vice president for Higher Education for The College Board in New York, where she led the move to raise SAT standards; and Chancellor of the University of Wisconsin-Stevens Point.

Dr. Bunnell now makes her home in Denver. She is a member of the board of The Buechner Institute for Governance at the University of Colorado. She led a Leadership Development Institute for women in Rwanda and Uganda last June. She is a member of the Episcopal Cathedral of St. John's, an