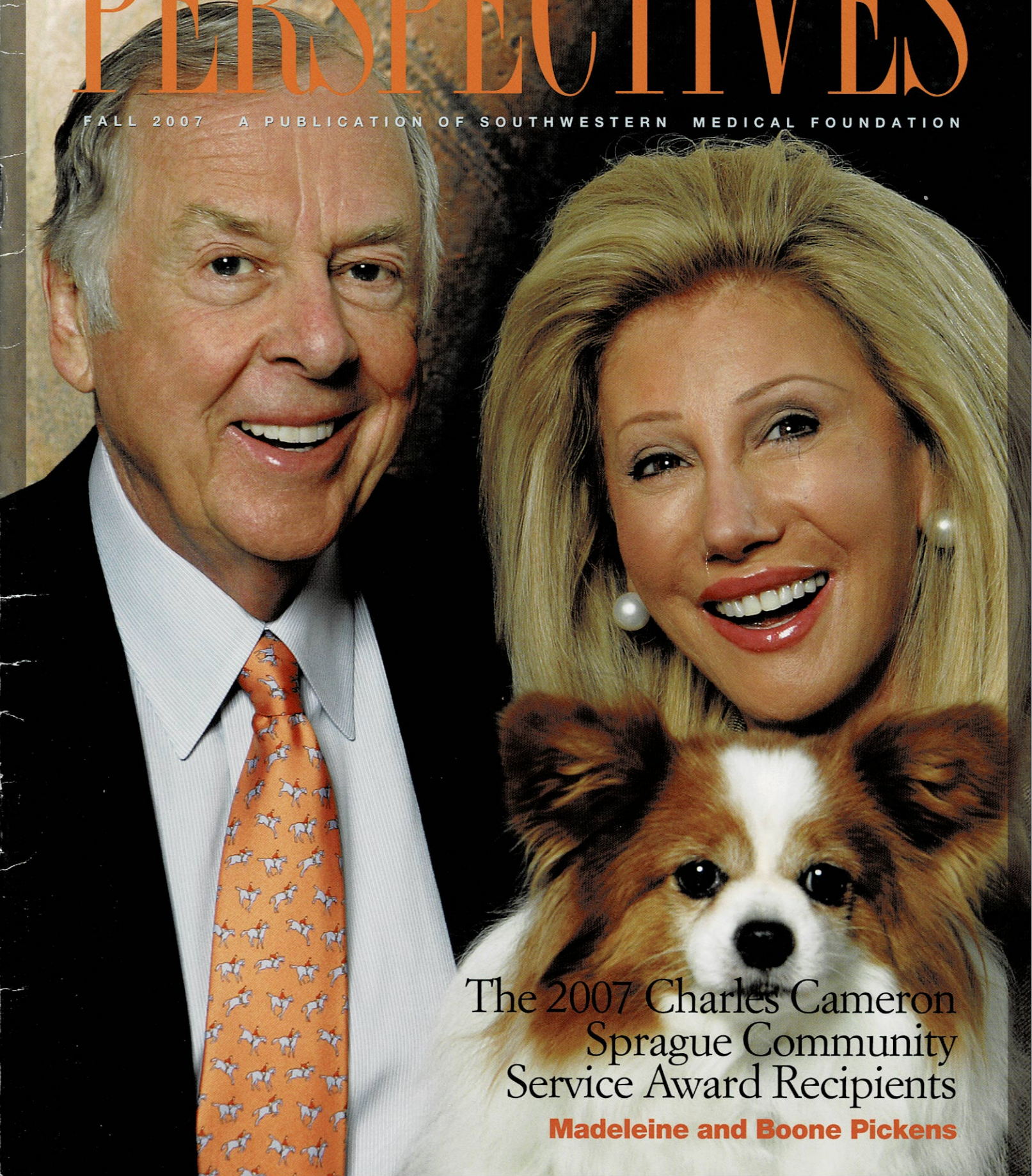


S O U T H W E S T E R N M E D I C A L

# PERSPECTIVES

FALL 2007 A PUBLICATION OF SOUTHWESTERN MEDICAL FOUNDATION



The 2007 Charles Cameron  
Sprague Community  
Service Award Recipients

**Madeleine and Boone Pickens**



# Charles Cameron Sprague Community Service Award

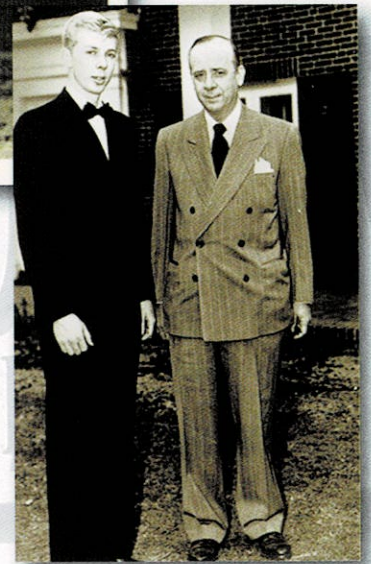
**Madeleine and  
Boone Pickens**

*In 1991, Southwestern Medical Foundation created a community service award to honor individuals who have provided extraordinary support to enhance medical research, education and patient care in the region. Later it was renamed the Charles Cameron Sprague Community Service Award in recognition of the Foundation's former president, chief executive officer and chairman emeritus and the tremendous impact his leadership had on healthcare as it affects the lives of area residents today.*

## Charles Cameron Sprague Community Service Award



*Pickens poses as a young Holdenville cowboy. He later becomes one of the biggest supporters of the Oklahoma State University Cowboys, his alma mater.*



*Pickens and his father, Tom Pickens at Oklahoma State University in 1949.*

This year, the Foundation is pleased to present the Charles Cameron Sprague Community Service Award to Madeleine and Boone Pickens.

*Margot and Ross Perot, Caren and C. Vincent Prothro, Charlene and Lee Raymond, Laura and Jack Roach, Ralph B. Rogers, Sarah M. and Charles E. Seay, Annette and Harold C. Simmons, Jean and Dr. Bob Smith, Gay F. and William T. Solomon, Dr. Charles Cameron Sprague, Jean and Tom Walter and Donald Zale.*

*The couple joins the ranks of the following community leaders who have received this award in prior years: Ruth Collins Altsbuler, James W. Aston, Paul M. Bass, Julie T. and Louis A. Beecherl Jr., H. R. (Bum) Bright, Nancy Brinker, Rita C. and Gov. William P. Clements Jr., Joe M. Dealey, Jerry Farrington, Earl A. Forsythe, F.B. Pete Goldman, Cecil H. Green, Nancy B. Hamon, Jess Hay, Adelyn and Edmund Hoffman, Sydney and J.L. Huffines, Nancy Ann and Ray L. Hunt, J. Erik Jonsson, George L. MacGregor, Margaret M. McDermott, Samnye and Mike Myers, Edith and Peter O'Donnell Jr.,*

**Boone Pickens grew up** in a small Oklahoma town, throwing papers and mowing lawns for spending money. Today, the Texas icon and energy entrepreneur – chairman of energy investment fund BP Capital – is recognized by *The Chronicle of Philanthropy* as among the nation's most generous benefactors, having given away almost half a billion dollars.

Last year, Mr. Pickens and his wife, Madeleine, contributed \$175 million to a wide range of causes and to the formation of the T. Boone Pickens Foundation, which continues to improve lives through grants supporting educational programs, medical research, athletics and corporate wellness, at-risk youth, the entrepreneurial process, and conservation and wildlife initiatives.



*Left: Boone and Madeleine Pickens join Supreme Court Justice Clarence Thomas and Phyllis and Dennis Washington, an Alger member and luncheon speaker, during the 2006 ceremonies. During his remarks to the 2006 class, Justice Thomas explained that he found inspiration in Mr. Pickens' 1987 bestseller, "Boone" (he holds the paperback he bought during a low point in his life in an airport shop in the late 1980s in his hand).*

*Below: Pickens believes in young people and has donated hundreds of millions of dollars to his alma mater, Oklahoma State University.*

*Pickens explains natural gas transportation fuel alternatives to President George Bush in Dallas in 1994.*



For Southwestern Medical Foundation, the Pickenses' generosity recently translated into a donation of \$50 million to create a special investment fund projected to grow to \$500 million within 25 years. At that time, the funds will become available to support The University of Texas Southwestern Medical Center in perpetuity.

*"Keep success as well as failure in perspective, and, most importantly, always play by the rules."*

The \$50 million for UT Southwestern is part of a total commitment of \$100 million given by the Pickens Foundation, with an identical \$50 million donation being made under the same terms to The University of Texas M.D. Anderson Cancer

Center. The combined donation, which ultimately will generate \$1 billion for the two organizations, is the largest one-time charitable contribution made by a living donor to The University of Texas System institutions.

In recognition of the landmark gift, an 800,000-square-foot medical research and education facility on UT Southwestern's North Campus was named the T. Boone Pickens Biomedical Building. The ultramodern facility provides scientists with custom-designed space that promotes close contact and the exchange of ideas between researchers in the dozen departments and research centers that occupy the 14-story tower.

The couple's recent gift continues a deep-rooted history of largess to UT Southwestern. Before establishing his foundation in 2006, Mr. Pickens created a \$1 million endowment fund to support heart research as well as donated \$2 million to establish the Boone Pickens Fund for Cancer Research and Treatment, Honoring Dr. Eugene Frenkel, at UT Southwestern. Additionally, he has made multimillion-dollar donations to several UT



Southwestern-affiliated organizations, including The University of Texas at Dallas, Texas Scottish Rite Hospital and the Texas Woman's University School of Nursing.

Mr. Pickens, who received the Horatio Alger Award in 2006, began his career with Phillips Petroleum Co. in Bartlesville, Okla., after graduating as a geologist from Oklahoma State University in 1951. Several years later, he struck out on his own as an independent geologist and formed Mesa Petroleum in 1956. Under his leadership, Mesa grew to become one of the largest and best-known independent exploration and production companies in the country, and it was recognized for its support of corporate innovation and change. In 1996, Mr. Pickens left Mesa to establish BP Capital.

Mrs. Pickens, who grew up in Europe, is an avid thoroughbred horse breeder and animal rights activist. She is owner of the Del Mar Country Club in Rancho Santa Fe, Calif. With her late husband, Gulfstream Aerospace founder and owner Allen Paulson, Mrs. Pickens helped build one of the most significant horse breeding and racing stables in the world. She married Mr. Pickens in 2005.

For Mr. and Mrs. Pickens, giving of their earnings provides a feeling of satisfaction and allows them to see the positive and tangible impact their gifts have on causes and organizations they champion.

**You had a newspaper route as a teen, and it is said that you grew the business by acquiring surrounding routes. Was that your first job?**

Mr. Pickens: *I mowed lawns before that and worked for my grandmother, but the paper route was the first big job I had. I started out with 28 customers, and when I left the newspaper business, I had 156 customers. It wasn't because I was selling people on what a great paper it was. It was because as other guys would get out of the paper route business, I would talk the manager of the newspaper into letting me expand into their routes. That did take a little bit of salesmanship on my part.*

**What did you learn growing up in Holdenville, Oklahoma, that continues to serve you?**

Mr. Pickens: *Let me tell you a story about my grandmother that illustrates some of the great learning experiences I had growing up. My grandmother had six small rent houses. She said if I would mow the lawns, she would furnish the mower, but asked that I first bid on the job. I didn't know what she meant. She told me to come up with a price, and she would pay me that, and there would be a contract between us.*

*I offered to mow six lawns, thinking that would be a lot of money. At that time, my route was only 28 papers, and I was paid one cent per paper per day, for a total of 28 cents. So I said, I'll mow those lawns for 10 cents a lawn. My grandmother agreed, so I*

## Charles Cameron Sprague Community Service Award

started mowing, and it started raining. It would rain two days; then we would have sun for five days. You could see the grass growing. And I didn't realize that backyards were as big as they were. I hadn't looked at the job very closely.

My grandmother finally told me, "This was a very bad summer, and you made a bad deal." And I agreed. She said, "I'm going to help you out." And I asked, "Grandmother, what are you going to do?" And she said, "I'll sharpen the mower." And I asked, "Is that all?" She said, "Sonny, these are the kind of things that you never forget. I can assure you, the next time you bid on a job, you'll give a lot more thought to it."

**Mrs. Pickens, you were raised in France and England and traveled to the Middle East with your family. When did you move to the United States, and why?**

Mrs. Pickens: I came to America as an immigrant in 1969 and couldn't wait to get here. But first, I left England in 1966, because in those days you had to have a green card. You couldn't just get into the country. So I went to the Bahamas because it was British and applied for my green card. In the meantime, I spent three years in the Bahamas working for a developer. At the time, it was a new frontier, since they were just starting to develop the island. You could work in real estate or show model homes. It was a good time in my

Left: Madeleine and Boone Pickens in front of the UT Southwestern biomedical building named in his honor.

Below: Boone and Madeleine Pickens with family dog, Murdoch.

life, and I have great memories.

**Living and traveling all over the world, where do you feel the most comfortable?**

Mrs. Pickens: When I am with my husband.

**Mr. Pickens, after college, you went to work for Phillips Petroleum for three-and-a-half years and then became an independent geologist. Have you been independent ever since?**

Mr. Pickens: When I left Phillips, I'd had all the bureaucracy I could stand. I was independent for two years as a geologist. Then I formed Mesa Petroleum in 1956 and was there for 40 years. I left in



*"We enjoy giving and seeing the results. I'd rather give it now and see where the money goes and watch the results than never know what happened to it. It's fun."*

## Charles Cameron Sprague Community Service Award

Opposite page, left: Pickens considers his career as an entrepreneur. Opposite page, right: Madeleine Pickens organized flights into Louisiana to rescue pets left homeless by Hurricane Katrina.

1996 and started over again, forming BP Capital, which is where I am now. I never really worked for anybody after I left Phillips. Actually, as chief executive officer of Mesa, I worked for the stockholders and the board of directors, but I didn't have to answer to a supervisor.

**Mrs. Pickens, I understand that you learned the golf business – course architecture, fairway maintenance and the merits of various strains of Bermuda and rye grasses – from your father. What other lessons did you learn from your parents?**

Mrs. Pickens: I have very interesting parents, and I was fortunate that my father was absolutely addicted to golf. He built the first golf course in Iraq. When I was a little girl, he cut down one of his golf clubs so it was shorter, and he taught me to play golf – which is how I developed my passion for it. One of the other things my parents taught me was to always follow my dreams, and I think I've always been a dreamer. Life has been good, yet when times weren't always so good, I knew there was always another dream to look toward.

**Mr. Pickens, you're known for your quotes, often called "Booneisms." You've been quoted as saying, "Keep success as well as failure in perspective, and, most importantly, always play by the rules." Do you think you always played by the rules, or did you make your own rules?**

Mr. Pickens: I played by the rules, but I also made my own new ones. For instance, I think I changed some things in corporate America. I didn't change the rules, but I caused things to be different, especially back in the '80s. And I'm still changing things.

I've made good changes for stockholders, as I feel stockholders own a company. Management are its employees, and boards of directors should report to the shareholders and direct the management. Yet I think much of corporate America doesn't do it that way. I think it can be done better, and if it's done better, then America is better. Your profits are better; taxes are more; you employ more people; and everything works a lot better. Everybody should be accountable to somebody.

**Is that a "Booneism"?**

Mr. Pickens: It is now.

**Mrs. Pickens, you helped build one of the most significant horse breeding and racing stables in the world, and one horse was the highest money winner of all time. That sounds like a business filled with risks. Was it, and why did you find it appealing?**

Mrs. Pickens: I think there is a time in one's life when one should take different risks. I think horse racing is very exciting and has huge rewards. And I love the animals. The animals beg to run, and they love to run. The shame of it is that I didn't know about horse slaughtering at the time. If I had, I would have become active in fighting it a long time ago. I'm grateful that while I have been married to Boone, I have been exposed to it, and, with his support, I think we have been able to help stop the slaughter of horses in America.

**Mrs. Pickens, you have had breeding and racing success with thoroughbreds. And you led the pack in rescuing pets in New Orleans after Hurricane Katrina. I have read that you have 40 pets. Is that correct?**

Mrs. Pickens: We really have two pets, but we also have many hunting dogs at the ranch which live in a magnificent kennel. As some grew older, I tried to domesticate them, but they didn't want to change. They are pack animals and are happy living together in their kennels. We always had Labradors when I was growing up, and I fell in love with dogs. They've been a tremendous support system for me throughout my life.

As for the animals we rescued after Katrina, I could have taken every one of them; it broke my heart. We made several flights into the area, which was like a war zone. A gentleman in military fatigues asked what we were doing and was happy when we told him. He was out rescuing people, and a dog had jumped into his helicopter and was sitting on the back seat. He called to the pilot up front and said, "Hey, look what we've got." The pilot screamed, "Get it out." They were not allowed to take animals, and he had to throw the dog back into the water. He was devastated. Those are the sad stories, but there were so many rescue stories that were brilliant, too.

We were able to get 800 cats and dogs out. I knew they were going to safety – whether they would be reunited with their owners or be adopted. So I felt comfortable with that knowledge.

**Mr. Pickens, Mesa Petroleum was named "the most physically fit company in America" in 1985. Why is physical fitness so important to you? Why do you make it an important part of the corporate culture?**

Mr. Pickens: I've heard people say I'm a fitness buff, but I don't see myself that way. The truth is, I don't want to get old and feel bad. There's no way you can sidestep the end, but you can stay physically fit and can have a better life before that day comes.

At Mesa, we won "the most physically fit company in America" at a two-day competition in Houston during the '80s. Our people had trained for it. In 1979, we had a world-class fitness center at the company and switched over to self-insurance. We saved enough by doing that to pay for the center. We had the best healthcare for our employees, and they had the fewest sick days.



**You are known for having original ideas. Recent business activities include founding Clean Energy, selling natural gas as an alternative to gasoline, and selling water rights from an aquifer in the Panhandle, as well as serving as founder and chairman of BP Capital, an energy-oriented investment fund. What is most appealing about being an entrepreneur?**

Mr. Pickens: *The most appealing thing about being an entrepreneur has to be the thrill of the action and the win at the end of the day, knowing as an entrepreneur that you're not going to win every time. You also know as an entrepreneur that you're putting your money at risk, your reputation at risk, and you're working your butt off. That's the way the game goes.*

*You put two or three wins together, and you start thinking you're real smart. Then you miss a couple of times, and you realize that you aren't as smart as you thought you were.*

**The Chronicle of Philanthropy named you one of the top philanthropists in the United States for 2005 and 2006. It appears that you will receive that recognition again. Why are you giving away so much of your money?**

Mr. Pickens: *I haven't figured out how to take it with me. Actually, we enjoy giving and seeing the results. I'd rather give it now and see where the money goes and watch the results than never know what happened to it. It's fun.*

**Your gift of \$50 million to UT Southwestern and \$50 million to UT M.D. Anderson Cancer Center, which will hopefully generate \$1 billion for the two**

**organizations, is the largest contribution the Pickens Foundation has ever given and the largest one-time charitable contribution made by a living donor to UT System institutions. Why did you choose these two institutions? What do you hope to achieve as a return on your investment?**

Mr. Pickens: *These two gifts are set up differently than most. Both UT Southwestern and M.D. Anderson entered into a contract with me for the \$50 million. They each have to turn their gift into \$500 million. It was a new concept that we had been working on, which we now have refined, and I think we can do even better deals to leverage the money with future gifts we make.*

*As for why I chose the two institutions, we had past relationships with both. I had been chairman of the board at M.D. Anderson in '82 and '83. And I had a close association with Dr. Eugene Frenkel, Dr. Kern Wildenthal and others at UT Southwestern, and Paul Bass at Southwestern Medical Foundation. As for what I hope my investment to accomplish, I have full confidence in the people at both institutions. I leave it completely up to them.*

**The Charles Cameron Sprague Community Service Award is presented to those who have provided significant support to the fields of healthcare, medical education and research. What does this award mean to you?**

Mr. Pickens: *The award is very important to Madeleine and me – particularly because I knew Dr. Sprague from way back, and we had worked on several things together. He was a wonderful man, and I wish he was here for me to shake his hand and tell him how much we appreciate receiving it.*