

TRANSCRIPT LOG

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COMMENTS

...and as a result. Sometimes I might pause a minute to bring up a name or something that just temporarily relieves my mind. And I'll think about it tomorrow.

That's funny. You know we can always follow-up Mr. Erikson and...

I'd like to ask about Korea first.

Sure.

You read a report I guess that myself and Ed had written.

Yes. A five-page piece that the communications department put together for the Asia area office.

You don't have any questions about any of that?

No, no. That was very clear. In fact, I wanted to talk to you about that because before we even get into the information that I told you we still needed, I had a discussion with Ovetta Sampson yesterday, the Associate Editor who was in contact with you initially. And...

What was her name?

Ovetta.

Ovetta.

Yeah.

Okay.

And she and I agreed that it would be good to have a prologue or introduction to this report discussing the lessons or principles learned from Korea and as they

play into the other Asian countries that we moved into. Does that sound reasonable to you?

Well some of the things that in your notes... let me... let me now. Yes it does. But but let me preface everything by saying we're looking at a 25 year period. Or more than that now I guess if you count the 10 years that I've been retired.

Yes.

So 35 years. And in that 35 year period it... it came to my mind as I reading over and thought that we were approaching something that you might like or want that we have made many changes or at least four or five major changes in the program design.

That's correct.

You know I started out and we were all in orphanages and everybody presumably that was there was an orphan. And I came away from Korea with the intent of changing that whole thing to where we wouldn't talk about orphanage or orphans any longer. Because as I started to close some of the homes that were the poorest child care institutions I found out that probably 60% of the children had some place to go. They just... they had aunts, uncles, and grandparents, relatives in the communities and then of course they went back to be with their their families. And 40% of them we offered to transfer any any child that didn't have a place to go we'd transfer to other... other homes. And so I thought well if this is the case then I've got to really dig down and find out why that we're saying the orphans when some of them are not. And I found out that basically it was the advertising agency back in the United States who didn't... who didn't want us to make any changes because they thought the word orphan and orphanage carried more of an appeal. And I said but that's not true. We're you know we're not there any longer. Maybe 40% of them. But so I started asking the superintendents and they said well we thought that's what you wanted so that's what we put down.

Oh dear.

On the report. So I came back with the idea that we needed to change our whole approach and that we were not going to get involved in institutional care again.

Right. And you know I did see the training session that you had back in '93 before you left that where you talked about a Japan study in respect to a controlled group where children that were cared for by primary caregivers or their mothers their IQ levels were 10 to 15 points higher and that helped you with the resolve to have more of a family setting for kids rather than an institution.

Yeah, well you have done your homework right? And then of course I started the family I mean I started the schools in Haiti and in other places in Central and South America. And Ed coming out of Korea also, Ed Kimball, he started a family helper projects down in Indonesia where they were cared for a widow and up to 3 children in that family. So

we started designing new kinds of projects. And then of course, later on we got into Don Miller who used to be on our staff. Did you ever know Don?

Yes in fact Wally I was hired by Compassion in May of '93 so I was there for a few months before you left.

May of '93.

Yes. And I know you're that many of the training sessions that were taped were in September of that year. And about the time I believe that you had left. Is that correct?

Yes.

The Fall of '93?

Yes we left the first of October.

So I look forward to having this time with you to get to know you a bit better too and your perspective on these various issues. I was with Compassion for ten and half years.

Oh okay. Well then when I say to you that that some of the issues that we may talk about had to do with design changes...

Yes.

And we found some to be more productive in the development of children. So then when Don brought into our whole concept the idea of informal or nonformal education then we got into the child development centers. And of course whenever you start a project under one design and then you try to either make a change with that some people go right along and get in step and everything's fine and then there are others who will not.

Right.

And so when you're passing out money and you design a program and they say no I would lose control of something it's like if I change then that's going to be some phase outs. And I think that's what we're looking at in some of the countries that you've mentioned here.

Okay.

It was phasing out of individual projects or the way they were set up originally. I think the Philippines and we'll talk about that but I think they had some satellite groups that were under our projects and of course our projects couldn't manage or hold accountable

the satellite. Of course then we said either we're going to have to re-design that or we'll have to phase out. So some of the phases were due to different design changes.

I see. That makes, that makes a lot of sense.

And some of the other things came along under different kinds of managerial styles or models that we had. We went from originally pastors who were controlling the projects expense, missionaries I should say. Then it went into National church organizations and from there to local pastors and then finally it got down to where we started putting our own Ex-pas file. And then from ex-pas we went to National area offices and from National area offices we designed our own National Staff In-Country. So there was a lot of managerial kinds of changes that happened along the way also. And some of the changes were due to that because the people didn't... well losing face or losing power, losing prestige, not really wanting to make changes so that accounts for some of it as also. And then that third part I was going to talk about was the Ex-pas. We started out with missionaries and then ex-pas because of our bad start in Korea we had a feeling that unless we had someone on-site and was really watching very closely we might run the risk of getting our... ourselves into serious trouble again. And then I came into the organization you know you have to remember this, I came in as President went Walter Mondale, does that name ring a bell?

Yes it does.

He was in the Senate and there was a year I can't recall it directly but I think it was probably about '75 a year he had a committee of women and children, rights for women and children. And he heard about some of these organizations that were in sponsorships such as the Probus Foundation, the World Vision, Christian Children's Fund, Save the Children Federation. And he decided that some of them were taking government money therefore had a right to send government auditors out on the field and home office as well. So they went through CCF, World Vision, a lot of those. And came up with some bad press that was released to a fellow by the name of Anderson that was an editor of some publication. And he came out with a headline that Christian Children's Fund was like the old woman in the shoe. She had so many children she didn't know what to do. And they didn't know where the children were. And used an illustration that someone had sent \$50 as a gift and the \$50 arrived in Africa but the African office held the \$50 up and would only release \$10 at a time. And therefore, they were embezzling the money. And it... the Christian Children's Fund lost a 100... I mean lost about 10,000 sponsors all in one fell swoop. And I got paranoid I guess and I said man I'm just going to do everything I can to keep us out of that. So I even put title restrictions on everything. Got us involved with the Better Business Bureau. We were a charter member of ECFA.

Was this in 1975?

Pardon

Was this in 1975 Wally?

I think that's right. I think I was looking through some notes here and I did see when we were a charter member of ECFA. Let me just... I'll find it as we go along.

Sure that's no problem.

But I I said we we want to have the best reputation. Whatever... whoever is now fitting standards, if there's a standard for business practices then we ought to do our business as well or better than the world. And so I I really worked at that not only to straighten Korea out but but to keep us pretty pretty credible anywhere else in the world. And whenever we'd see a structure that had a hole in it we would change. So I'm prefacing all this by saying some of the issues are our own internal not necessarily something that was bad at the field but it was just something that we felt we needed tightened up on or do a better job in order for the children to have a better opportunity.

Right. And probably what we'll be discussing here then are not some... I shouldn't say not so much but principles of integrity that were learned through mistakes made but also the involvement of the program model (correct) because we see that we're moving by decade almost into different models until we're now at in the '90's, I believe that's when the nonformal education centers is that when that all began with Don Miller's input?

Yes.

Okay. Go ahead.

Pardon me.

What I had here on my list were several things. The family setting idea also as we discussed the Japan study was an issue that that helped you to formulate more of the idea of the family setting.

Yeah I came home and I said why shouldn't we want to reach out to poor farmers because that's what Haiti is? The Haitian children all have mothers and fathers. But they're just poor destitute farmers. But why can't we sponsor them? Well there was the issue of well they were black at that time. I mean at that time all the Haitians were black obviously. But our advertising agency didn't think that black children would sponsor. Well we proved them wrong on that. We proved them wrong on the idea that people would take on the poor farmer's children. And so little by little we moved in our style out and away from orphanage and orphanage but children's home. And institutional care.

And also I heard you say this and you've touched on it already and that's the tension between program and promotion. There's a dichotomy and tension and neither should dictate the other. And I think you referred to that early on when in

our talk here today when you referred to this group that thought that you wanted to just advertise orphans cause that was a great way to pull in sponsors.

Yes. Absolutely. There's always in any kind of a non-profit that tension will exist. If you just read the newspapers you will see where there's bad press about something that's going on with some non-profit there's always a tension between promotion and program. Program they have blinders on. All they want to do is make sure that the program is productive to the recipient obviously. And the promotion people are held accountable for growth and meeting their budget and that sort of thing. And so there's always a tension between the two and I and I just don't... like any organizational structure where one dictates to the other.

Yes. And that makes perfect sense. Now if we can get into the...

Yeah we if don't my time will run out.

Yeah.

Take that first one there.

Indonesia?

Indonesia.

Okay.

I think that you're referring to to the why did we drop approximately 90%, actually it was 100%, 12,000 children eventually that we did drop? And the reason for that was that we went in and got involved with Gredgi-Pentecostal, one organization, one church structure.

Was that the Shalom Foundation?

Pardon.

Was that the Shalom Foundation?

No.

Started by the pastors initially? Pentecostal pastors and businessmen?

Shalom.

Siloan.

Oh yes. That was originally. I'm sorry.

Okay, okay.

Yes, that was the group. But then the churches said that it Ed, Ed Kimball, started that in '68. And Ed, Ed got involved with the President of the Gredgi-Pentecostal churches. And that...

How do you spell, how do you spell that? I'm sorry Gredgi?

Gredgi-Pentecostal. You know I'm... don't ask me to spell anything. I'm not sure.

Okay. I'll try to find that too.

There is a 12 page or 15-page letter that I sent to the board members at that time.

Okay.

That documents everything that we'd tried to do to straighten that out with all the people involved and why I came to the decision that I did. And then asked the board to support me on that.

So that was in 1985?

That's about right.

So I'll look for that. For that with that date then.

Okay.

Thank you.

But there were... it was one family... you know Indonesia and in Asia it's a family group. And when you say a family it can be an extended major portion of people. But these were all people who came out of one family tribal background up in the northern Salabies by Menato. And the President of the organization of all the churches, he was from there. Our office had hired two of his brothers so we actually had the chairman of our board and two office people. And one of the field men was another extended brother. Then they had an uncle who Ronny Wanki who was up in Menato. And since he was a family member so we sort of got into one church, one denomination, one family group or tribal group. And they don't either feel like it's important or they refuse to hold other family members accountable. And so one of them then, Ronny Wanki, started running around with an 18 year old girl. And taking her on trips when he would go to visit the various projects and deliver the money. Well we caught wind of that, started tracing him, and now it develops over about an 18-month period, gathering more and more information. We took it too... sent it over to Ed, sent it over to two or three other people. And the field director at that time was out of Australia.

Was that Laurie McCallom?

Laurie McCallom. Anyway, they all came back with they refused to do anything to discipline or to keep him out of handling the money that sort of thing. And it finally came down to where I said if you're not going to discipline we will, we must. Because even though everybody was telling us there was no no cheating on the money I said you know if one sin comes in it isn't long until a whole host of other sins do come in. And if he hasn't taken any money now he will. Well it came down to where we slot probably close to \$100,000 in bank accounts and property, office equipment, a vehicle. And I asked them to take all that money and distribute it to the projects; they refused to do that. So there was nothing we could do except just to sever our relationship. The kids weren't getting the benefit of all the money anyway. And that was similar to the Korean situation except that we made a mistake of, I think I saw in some note I must've said this, and we put all of our eggs in one basket.

Yes.

So we were going to have to get involved with Christian churches but not to that extent all in one. We were going to... we were going to spread it across the board of various denominations. And so they have. They are back in there and I understand they're going back in Menato probably this next year and starting an office there. And low and behold, I was talking to Wess not long ago. But he tells me that they went back into that same area and found all kinds of people that have said we were a sponsored child and we want you to know how much we appreciate you. These are now leaders in the community and pastors. And so it's a great success story as far as children are concerned. But we had to tear it all apart and rebuild.

So Wally from what I understand the closure took place in about 1985. When was Indonesia reopened?

Well it was reopened before I left. I made one trip out there and that was I would say... four years later maybe five.

Okay 1989.

We got involved with a group on Temor.

Oh yes East Temor. The...

Temor was the island east of Bali. The main island there is Java. And then Bali is the first island going out to major island going out east. And then Temor is quite a ways further on. There's 12,000 islands in that that country. Very, very large and spread all over the place in the South Pacific. But we got back into Temor with a whole different group and then from Temor finally they put the office back in Jakarta. And now I understand that they're going to put a second office back up in the northern Salabies.

Way up almost the southern part of the Philippines not quite, but way up there. And that is going to be a second office. And that's Menato is the city up there.

Well that's exciting. That they've been able to go back to the initial area.

Well it is the second best that even though we were criticized for dropping 12,000 children. And by the way, that was the real test as far as I was concerned. Following a principle that I had established in Korea and that is we're going to tell it like it is.

Yes.

We... you can't imagine how many people in my own organization that I wrote a letter to the sponsors, 12,000. It was in two groups, I'm sorry. But it was total 12. Anyway, wrote a letter and I said we have one of our... maybe the letter still exists I don't know. But we have one of our men who has gone bad. And I can't guarantee that your support any longer will be, your child will receive benefit of that. This is what he's been doing and this is what we've done. And you know we will any money that we haven't sent over we will send back, refund to you, or we'll keep it for use in some of the other projects. And we would like to substitute a child some place else in the world. And you can't imagine the outflow of letters, responses that we got saying you're one of the few Christian groups that have told us the problems that you're having. And you told it straight and because of that you've increased our confidence in you. And we want you to know we're going to stay with Compassion. Keep the money. Give it to other projects. And yes, I will take a child some place else in the world.

That's wonderful.

That was so overwhelming that we had it all cared for within one year. All the transfers were made and we didn't skip a beat. We continued to grow.

So the majority of those sponsors of Indonesian children then stayed with the organization?

Oh yes. We had probably... I don't remember now cause it's been a long time, but I would think that we had a 90... 98%...

Retention.

Retention of those sponsors. And I'd like to think it was because we were straightforward with them. Told them exactly what was going on. And that was in the time when the... remember the PTL club?

Yes.

And all the problems that Jimmy Baker was having while... it seemed like it was along about that time. Or his happened shortly after that. But a lot of people seemed to refer

that there was so many Christian agencies that had a poor reputation that it was refreshing to find someone who would share with them things that were not pleasant but they did know would happen.

So Wally when Compassion went back into Indonesia did they then... how did they frame their approach? And who did they approach? Was it several denominations that they approached about this?

Oh yeah.

And was there one contact person that made it possible? (Excuse me)

There was a Christian Missionary Alliance fellow that's been in that's been in Indonesia I don't remember at that time but maybe as much as 10, 15 years. And Laurie or somebody, Laurie had an assistant that worked out there quite a bit too. And they made contact with him. And he started introducing them to lots of other churches and lots of other denominations.

Okay.

But I think we went back in, as I recall, it was like a half a dozen or eight different denominations or groups that we finally got involved in but they knew that they had to spread it around and not get involved. And I don't think we went back to Gredgi-Pentecostal. If we're involved them now it would've been something's happened in recent years.

Yes. Now as far as program changes did anything come out of this or I should say accountability issues, was anything new instituted programmatically after Indonesia?

We had a lot of policies that were established after that period of time, field policies. Field policies that had to do with signatures on the bank accounts. Oh one of the other things that they did and that is that they changed the bank that our office there in Jakarta changed a bank that they were banking with and we had Laurie McCallom's, our field director he was one of the signatures on the bank account. Well they had failed to put him on. Dropped him off. And just had their own people there that this one family I'm talking about. So we instituted various policies of how much money they could have in a field office. Put a cap on that. And they had to have certain, certain people on the bank accounts. Just a lot of field policies those administrative policies that we tried to initiate after that.

*****END OF SIDE A - TAPE 1*****

Okay, that's helpful. So let us move then to India.

Okay.

Unless there's something else you wanted to say about Indonesia that we might've missed here?

Well you know policies, policies are born when you find out that there is something that needs to be addressed because it's happening over and over and over then it becomes a policy. So all the time that this was happening we not only were not creating field policies but corporate policies as well. So the initial, I was on a plane down in Haiti about 70 oh 6 or 7 ('76 or '77) something like that and I landed, crash-landed down there. And as I was skidding down the runway I said to myself you know I have so much stuff undone. So much left to do. And I was thinking about if something happened to me would there be somebody around that would know principles that the board had laid down etc. And so I started the first policy manual for Compassion.

Okay.

And so corporate policies and field operational policies and that sort of thing came in to existence and I'm sure they've been changed many times since.

Yes. But that as you said it triggered those needs and again this incident that you had with the crash landing I'm sure that was startling and put a fire under you as far as issues that you wanted to deal with?

Absolutely.

Okay.

India.

Yes.

India started under Henry Harvey. Henry was the second President of Compassion. He had served in India for 16 years as a missionary. He was a personal friend of Dr. Gus Hamal. And when Everett Swanson died in '65 Dr. Hamal suggested to the board that Henry would be a good replacement. And Henry for a few years was trying to fulfil the dream of the Swanson family to continue in Korea. And I don't think Everett or any of the other Swanson people had much, much interest beyond Korea. Korea was their... their call.

You know that was their vision.

That's right. But Henry having served in India said well I can find projects out there. And especially after we had to take Ed out of Korea and put him in Singapore. Well then Henry tried to get Ed involved or at least meet the people that he knew in the area. So Ed went to all of the Southeast Asian countries. And under Dr. Hamal or Henry Harvey or they suggested to look this one up, well Henry had a young lady, Marjorie,

who was the daughter of his interpreter when he lived in Korea. So he had a family there that he was very familiar with as well as a number of different churches with them. The Metropolitan Mission in India. So he introduced Ed to Marjorie and later on Marjorie got married and her name became Chuckavarti. And the Chuckavarti couple then became the directors of India and that's how India grew.

What year was that? Do you recall?

Pardon.

Do you recall what year Marjorie became director?

I... I think it was about '68, '60... I don't mean '68. I'm sorry.

Soon after.

Yes I do. I mean '68.

Okay.

That was when Ed, Ed went to Singapore and he started working in India and Burma, Indonesia. You know those areas. By the way, there's a summary that I'm sending to the President's office. It's a summary. My secretary before I left went through all the board minutes from '56 to '90.

Oh wonderful.

And she took out just little segments out of each minutes that whenever there was a change or an increase or decrease or there was some who were the directors, who did they hire. And there's some closings but not a whole lot. But anyway, I was looking through that and there's a lot of information there that might be helpful to you.

Oh that would be excellent. So I can get that then from the President's office? From what you understand.

I think so.

Okay.

Now, you know we had an organization called Compassion Relief and Development at one time. Were you aware of that?

Yes. Yes that was in the notes here.

Okay it's still... it's still in existence but we really just sort of put it on a shelf and we don't do anything with it at all. You knew that?

I did not know that.

I thought you said you knew about Compassion Relief and Development?

I do and I know in the notes here that I was looking through, Miriam at one time, was she President of that?

That's right.

Yes. I didn't realize though that it had continued that's the part that I'm intrigued by.

Well when you say continued it's inactive.

Inactive but it's still on the shelf.

It's still rated as a non-profit in the State of Illinois. There isn't any money running through it but there's still an annual report that goes into the government. Now the reason that that was organized originally was because there was a time when Compassion thought that they could get federal funds, development funds, and U.S.A.I.D. funds.

I see.

And we did take I think it was \$500,000 one year when Don Smith was the director after Miriam and put in wells in Haiti, a water project that Wess knows very well about. But there was so much red tape and so many people he had to hire especially just to look after the federal funds that we said you know it isn't worth it. And so we've never taken any money since that time. Whereas there are some non-profits that get most of their money through U.S.A.I.D. And I'm sure in the Tsunami thing you saw some of that on TV or on the web or whatever you wanted to go to to see which organizations work there. Well the ones that went in quickly were the ones who were receiving or where the federal government was willing to channel U.S.C.I.D. funds through them. So we just came to the point philosophically and policy wise that we weren't going to get involved in federal funds because if you're involved with federal funds they don't... they didn't at that time, they don't seem like they're okay now, but at that time then they didn't want you involved in anything that might smack of prophetalizing.

I see.

And we said no we're a Christian agency and we intend to present the gospel to the children that we're involved with and in fact we're involved with Christian churches overseas. And we don't need that hassle or conflict of being questioned about that all the time. So we stopped taking money although the organization... well by the way at

that time they wouldn't give you U.S.A.I.D. money to any organization that had a religious charter, which we had.

Now what year was this? What timeframe?

Oh it was '70... I became the executive vice president in '74 and this must've been from '75 to 1980.

Okay. And did this the relief and side of Compassion did that feed into the India country office? Did we use monies from this Relief and Development?

There was one project that Don Miller had on the east coast of India and that was a sort of like a revolving loan fund to where they would loan money to various villages but they had to pay the money back. And it was usually in fishing villages along the east coast.

Yes.

And I think that ran for a couple of years and Don couldn't get any satisfaction out of that so we dropped that whole process too.

I see. Now as far as Marjorie and her direction of Compassion India what were the problems there and...?

Marjorie had two major events that happened in her life. Number one she went out in the early days from day one and established all of the projects. Some of them were leper communities. I actually have lots of fly pictures of leper children I mean children of lepers, excuse me, in villages. She went to various churches that she had a relationship with, the Metropolitan Church association. She went to schools, she went to orphanages, hostels, just had a smattering of everything, all kinds of projects. And was difficult to even tell the sponsors about this project because we weren't sure ourselves unless we would go and took a description of every project, which we had eventually but initially we didn't know because there wasn't anybody else out there, again. And so as we developed the program design we kept saying to Marjorie we want you to bring the projects in India into line with our direction, our purpose. We found it to be more fruitful. We found it to be more effective for the children. Well obviously, she resisted that primarily because I think she had built an organization and she wanted to hang on to it. Very difficult to get people overseas to have change in their life and especially if it's something that they are proud of and have... put a lot of effort into it. Because there are relationships that are involved.

I see. So that's probably the main the cement then that prevents them from making the move as it were?

Yeah. Especially the relationships.

Yes.

Relationships... India... All of Asia is built on relationship. It's not built on intangible ideals of truth and honesty and love. It's built on you're a member of my family, went to my school. I'm of your tribe, you know.

Yes. Loyalty and relationship and family.

Loyalty and relationship. And of course you knew these people. Many of them were I knew her as a child and as a result she wasn't about to force them into any kind of change. So that was the big issue. The second thing that came along was the death of her husband. He died of a heart attack. When...

Do you know what year that was?

He was just in his 40's. Oh boy.

You know that that may be in the board summary that you referred to earlier so...

You know I'm going to look through this list here before we hang up and see if I've got it in the board thing here. But... I'm just pulling these numbers off the top of my head. I want to say it was like maybe 3 years, 4 years before I retired. So that would've put it about...

1990?

'90, 6, 7. No, no, no I'm sorry. I retired in '93. Excuse me. About '88, '89.

Okay.

And because of that India had a... we try to comply with the country law about retirement programs. If the country has a law Compassion in that country will comply with that law 100%. And in some cases we had a retirement program before the office and registration... oh by the way that's another transition. When we were working with missionaries we were working incognito as far as the government was concerned in that country.

I see.

We didn't have enough sense to know that well no if you're going to establish an office and do the other kinds of important things of receiving money and all that that you better have your own organization. And for to be registered as a non-profit means that you have to have a board of directors, that means you have to have people on your board who agree with what it is that you're trying to accomplish. Well in some cases those boards turned out to be uncooperative or they had their own agenda of what they wanted to do with the money that would come through. Whenever money changes hands here's a principle, whenever money changes hands every hand or every person

there thinks that they have a legitimate right to a percent just handling that money. They have a percent. If you don't believe that just look at banks. And everybody else. Well that's true overseas just as much as it is in the United States. So we decided that one way to ensure the children that they would have the benefit of the money that we were sending we would have to cut every link out of the chain to make the chain just as short as possible from the sponsor to the child.

And when was this decision made?

With agony_____ over a period of time. I'm sorry but when you ask me when...

You just know it was done.

Well I know we you know in an organization there's a lot of discussion that goes on for a long time and pretty soon the president says that's going to be a policy and but...

Again, that may be in the board summary that you referred to.

But nobody ever records that.

Oh dear. Exactly the things I was looking for weren't there.

But I would say that...

Okay so reducing the links.

That's the one that was established early on with Don Miller when he came into the organization. I told Don, I said Don I want you to look at all the programs that we currently have running on the field, anything that is good let's keep it. Anything that needs to be changed you have my approval. And so so I have give Don a lot of credit. He he did not throw the baby out with the bath water. He wanted to hang onto those things that were working and things that were productive and things that were good sound development for the children. And the things that needed to be changed then we tried to address those as best we could as quickly as possible.

And when...

I would think that I can almost see it was the old, old board room in the first building we had so that would've been... oh '80, '83 or 4 around there.

And Don Miller came on board about 1982 or so is that?

Oh.

I can probably find that from the records so that's okay. But this change was definitely needed.

The reason I hired Don is because he he recognized that children learn a number of different ways. Each child has different ways to learning some things. But he brought in this concept that there is formal education, nonformal education, informal education. And he had his Ph.D. in nonformal education from Michigan State University.

Isn't that where Wess has his as well?

Same as Wess. And we've hired Halamu has that. And we hired two or three other people.

Rhonda I believe too.

And so Don I heard Don lecturing one time when he was with Matt. And he was talking about nonformal and I said you know that's the way that I've learned best. I was in the Boy Scouts, that's nonformal education. 4-H you know I believe in that kind of program and that's nonformal education. Well this is the way I... this is the way I learned things so. I was sold on the idea of let's go toward the whole idea of nonformal ed. And that's when we started making real progress out of institutional care and into the child development centers.

Now was that associated with any country at the time in Asia?

You mean where we started it?

The change, the shift, can you say there were lessons learned say from India or from Indonesia? Or Thailand where that played into this or that was just a theoretical model, you wanted to move towards it?

I think we got a better-trained person in the area of Program Design. That's when we said hey, let's put that out and try it some place and we tried it. I don't even remember where the experiment was right off the top of my head. But anyway we tried it for about 6 months or a year in one country and then we said where's the next country that we launch in, launch that. And another country, and another country, and you know... Progress with with you know 50,000 children and a couple of maybe 200, 300 programs, I mean projects, that doesn't happen overnight.

No.

And especially countries. You've got staff in some countries who can take change and run with it. And have others that just can't grasp what it is they're trying to accomplish.

That's correct.

And so it takes a longer period of time. Now all the time... remember too... all the time in this 35 year old history, Compassion is adding more highly skilled and qualified staff

people all the time. The original people are dropping out and and better staff is coming on. One of the things that really impacted Compassion has nothing to do with lessons learned. It has to do with moving from Chicago to Colorado Springs. When we... when we were in Chicago we had people in the neighborhood who wanted wives and that sort of thing who wanted the job and had been hired. And they just walked in from the neighborhood. Okay. So they weren't skilled they were just office fill. When we came to Colorado Springs we had a chance to start over with our staff and so we set some standards and as a result we had a better-qualified staff from day one.

And the labor pool was...

And then on top of all of that, everybody I don't care who you talked to would like to move to Colorado Springs. So we could attract our ability to attract people from both coasts and all over the United States and around the world all of a sudden improved overnight. And I had... I used to serve on the Economic Development Committee for the Chamber of Commerce and I had a little lecture that I used to give to Christian agencies when they were looking at Colorado Springs and whether they wanted to move here or not. And I said you know I have I don't how many letters every week that cross my desk now and I've always wanted to work for a Christian agency and here are my credentials and I'd certainly be glad to move to Colorado Springs if you could use me. And I said all the years we were situated in Chicago and never had one letter that said and I'd be willing to move to Chicago too if you would hire me.

That's interesting.

So all of a sudden we sat in an area of the country that was very attractive, had a wonderful labor pool, plus it could attract qualified people. And all of that is now adding to the overall changes that are going on internally.

Yes and as Don Miller said in one of the lectures that I watched him give that development is learning basically. And Compassion was learning even as they were working on developing children. So...

Absolutely.

It's an organism that grows. It's not a static thing. So lots of lessons

Absolutely.

And now I do want to have us move if you're in a place where we can talk about India and Marjorie the two...?

Oh.

Sure the two issues that were...

Oh okay, the second thing was the death of her husband.

Yes.

We should pay another \$20 or \$30,000 above what we had given her and I think we paid her that much to begin with. But she wanted a second one, a second payout. And Compassion said no, we never agreed to that. It's not in writing. We haven't you know. And she grew disgruntled with us. But I think her real impatience was the fact that she was going to have to break a lot of relationships if program change would come. And as a result she finally bowed out and...

And that was probably in the early '90's is that correct?

My last trip there was in '93.

Okay.

Just before I retired.

Okay. And that's about the time she bowed out?

Pardon.

Is that when she bowed out?

Yes.

Okay.

Her brother-in-law stayed with us. And her sister's husband. And he then eventually was moved up to Calcutta and just died.

Was that Raju?

Raju.

Oh my. I met him. I had a chance to go on the first India sponsor tour back in '98. And met him then and of course I met Bob Kenny. He was on that trip as well.

Okay.

So... yeah that was remarkable.

Well Raju was her... married her little sister.

Oh I see. He was a wonderful guy.

Raju just past away...about a _____ or so.

Very sad. Heart attack yeah.

And the other thing that we were telling Marjorie and that is that basically India has so much potential but it's too much for one office. And so we were trying to open a second office and she fought us on that as well.

Oh I see.

Because then that would mean...

Less control.

... India would she'd have to share with. But that did happen after she left. There was an office down in Medros and then one up in **Calcutta** and then Raju opened the one up in Calcutta so there's two offices there and the country has grown and developed. And I haven't heard nothing derogatory about India in all the years.

Great things. Wonderful things from there. Now as far as lessons or integrity issues can you speak to anything in that nature in respect to India in dealing with Marjorie and the problems that she had?

No I don't think that I would talk about any integrity issues. I think cause I think Marjorie wanted to do the right thing. I think she had a good heart. I think she deliberately.... Although we never got her car back. I think it's difficult for people overseas. They look upon us and I say us, any organization and any individual, as having being very wealthy people. And so every little thing that may question and so on it's like why do you question me about that? You know. And I told Wess years ago that the most difficult problem we have in Compassion is living up to our name. When I had to pass off discipline, whenever I did, any place in the world, it was looking over their nose and saying you know you're not very compassionate. You ought to just give me everything. You shouldn't require anything from me. So there is that feeling in my opinion all over the world and I think you're seeing it among the Arab people today that the United States is sort of a haughty, wealthy, proud people. So when you talk about accountability it's like we don't need to kowtow to you. You know? But I used to approach the whole subject not so much that you're not doing it to me here you are being accountable to the Lord. This is His money. This is His ministry. These are His children. And we're asking you to be accountable to the Lord. After all, Jesus Himself was accountable to His heavenly Father. He said I say nothing of My own choosing. I do nothing of My own choosing. I only do those things that the Father tells Me to do. And I go where He tells Me to go. And I speak as He tells Me to speak. And if it was necessary for the Son of God to be accountable to His heavenly Father, how do we as children of God feel that we can get away without being accountable?

That's good.

So accountability I think as this developed all through our various projects and countries, country offices and staff, accountability became a hobbyhorse that probably I rode quite a bit.

*****END OF SIDE B – TAPE 1*****