

Business

Outlook

MONEY RATES ◆ PAGE 17



MONDAY, MARCH 2, 2009

INTERNATIONAL TRADE

N.M. on track for role in huge new Mexican port.

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RICHARD PIPES/JOURNAL

U.S. Customs and Border Protection officials at the Santa Teresa crossing brief members of a Leadership New Mexico class during a visit in January.

GAINING INSIGHT

Leadership New Mexico gives broader picture of issues in state

BY AUTUMN GRAY
Assistant Business Editor

No matter how mature the student, some things never change.

"The back of the bus always fills up first," says Brenda Miller, human resources director for Southwest Cheese in Clovis. "You've gotta watch your seats or you'll be in the wheel section,

and your knees will be up to your chin."

Miller is talking about the yellow school bus that the Leadership New Mexico Core Program is using to carry this year's class of 47 businessmen and women to various educational opportunities statewide. It's the largest group the program has ever had, by two people, and it can't get bigger. They're out of seats.

Since the program was conceived in 1995 in president Patty Komko's kitchen, it has graduated almost 700 people from 59 communities — all with the goal of helping community leaders get a broader picture of issues affecting all parts of the state. Topics include health and human services, education, the

See **PROGRAM** on **PAGE 4**

Class of 2009

Learn about the community leaders taking part in Leadership New Mexico this year
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QUALITY
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Quality awardees named

Journal Staff Report

Five New Mexico organizations achieved Roadrunner Recognition and 13 Piñon Recognition in the second and final cycle of awardees for the New Mexico Quality Awards based on the Baldrige National Program for Performance Excellence.

All recipients will be showcased on April 1st and 2nd at the 2009 Quality New Mexico Conference & the New Mexico Quality Awards Ceremony Luncheon at Embassy Suites in Albuquerque.

Making the Roadrunner level were: Central New Mexico Community College in Albuquerque; Gila Regional Medical Center in Silver City; Goodwill Industries of New Mexico in Albuquerque; Los Alamos Department of Public Utilities in Los Alamos; and United Way of Central New Mexico in Albuquerque.

Achieving Piñon were: Adelante Development Center Inc. in Albuquerque; City of Rio Rancho Building Division; City of Rio Rancho Division of Recreation and Programming; City of Rio Rancho Utilities Division/CH2M Hill OMI; Del Norte Credit Union in Pojoaque; Don Chalmers Capitol Ford Lincoln Mercury in Santa Fe; FootPrints Home Care in Albuquerque; French Family of Companies in Albuquerque; Gerald Champion Regional Medical Center in Alamogordo; Mosaic Architectural Solutions P.A. in Los Alamos; Southwest Bone & Joint Institute P.C. in Silver City; University of

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Columnist Jim Hamill is just appearing to be on their side.

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Corporate Curmudgeon Dale Dauten on brief attention spans.

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9 TO 5

9 TO 5 by Harley Schwadron



"Talk about high tech! You'll be getting a pacemaker-iPod combo."

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NMSU names mentor

Yates is 'executive in residence'

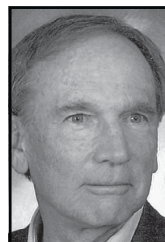
BY JUSTIN BANNISTER
NMSU News Service

LAS CRUCES — New Mexico State University and the Yates family of Artesia

have long partnered on various projects to advance education in New Mexico. Now, as a continuation of that partnership, the NMSU College of Business has named Peyton

Yates as its first "Executive in Residence," a position for those who are successful in the business world to help and to mentor NMSU business students.

"We are delighted to welcome Peyton Yates



Y A T E S :
NMSU's first executive in residence

as executive in residence and to gain the support of a professional with his experience," said NMSU interim President Waded Cruzado. Yates is a former president of Yates Petroleum Corp., an Artesia-based energy firm and the largest independent oil and gas company in New Mexico. He serves on the company's board of directors. He is president of Yates Drilling Co., an oil and gas operator in Artesia.

In addition to the Executive in Residence program, the Yates family has played a vital role in NMSU's Dennis Darnall faculty achievement award, the Gerald Thomas Society, the President's Associates Scholarship and Endowment Fund, and various NMSU athletics programs.

"Our family's relationship with NMSU is incredibly strong," Yates said. "We've had a number of family members attend NMSU. More importantly, we've had tremendous success with a lot of NMSU graduates. They've

risen to some of the highest ranks of our company. We believe we get quality graduates from NMSU."

More than 25 Yates Petroleum employees are NMSU graduates, and many of those graduates now have children attending NMSU.

"We are proud to work with an entrepreneur as accomplished as Peyton Yates in the College of Business," said Garrey Carruthers, NMSU's business dean and vice president for economic development.

Yates will begin his duties as executive in residence during the current spring semester. In addition to mentoring and helping students with business projects, Yates will lend his expertise to NMSU's Domenici Institute and other programs where his knowledge of business and energy is valuable. Yates also plans to ask his friends in the business and energy fields for their assistance in working with students and with solving problems.

Free training seminar Wednesday

Journal Staff Report

The next free Center for Commercialization & Entrepreneurial Training seminar, on Wednesday from 8 a.m. to noon will focus on financial management.

The talk will be at the UNM Science & Technology Park Auditorium, 800 Bradbury Drive SE in Albuquerque.

This session explores an understanding and use of the financial statements, preparing budget projections and proforma financial

statements, recognizing various tax issues and application and Enterprise Valuation.

Featured presenters include: John Woosley, Certified Public Accountant; Marcus Mims, CPA, Senior Manager - Meyners + Company; Darrell Arne, CPA, ASA, CBA - President/CEO. Arne & Co.

There is no cost, but registration is requested

Please RSVP to Margaret Speer, TVC at 843-4202 (margaret.speer@lmco.

com); Mary Brown, 764-3725 (mbrown@abqchamber.com); or Phil Castillo, 842-9003 (Phil_Castillo@ahcnm.org.

The seminars are sponsored by Technology Ventures Corp., Sandia National Laboratories, Greater Albuquerque Chamber of Commerce, Albuquerque Hispano Chamber of Commerce, UNM's Robert O. Anderson School of Management, and the city of Albuquerque Office of Economic Development.

Groups honored for providing excellence

from PAGE 1

New Mexico-Parking and Transportation Services in Albuquerque; and Western New Mexico University-Office of Institutional Advancement in Silver City.

There were no Zia Recognitions.

"These organizations are committed to providing the best products and

services to their customers. Their commitment to performance excellence enhances their competitiveness and sustainability," said Julia Gabaldón, president/CEO of Quality New Mexico.

Applications are based on the Criteria for Performance Excellence provided by the US Department of Commerce,

National Institute of Standards and Technology, or the Piñon Criteria produced by Quality New Mexico. A professionally trained team of examiners give a report detailing strengths and opportunities for improvement.

More information is available at www.qualitynewmexico.org or by calling 505-944-2001.

Leadership N.M.'s Class of 2009

By PATTY KOMKO
AND DICK SMITH

In this issue of the Business Outlook, Leadership New Mexico is proud to introduce you to the Class of 2009, the 13th class to participate in the Leadership New Mexico Core Program.

Over the past 14 years, Leadership New Mexico has made an incredible journey and established itself as the preeminent educational organization for business, community and government leaders to gain insight and understanding about the challenges and opportunities facing our great state of New Mexico.

Every year, Leadership New Mexico brings together a statewide group of leaders from diverse backgrounds, business sectors and communities to create a setting that allows for open and constructive learning and sharing. The diversity of perspectives of each participant, the breadth of knowledge and expertise of the speakers and the distinct communities in which program sessions are held are by far the most valuable components of the Leadership New Mexico Core Program. As a result, graduates emerge with fervor and determination to help make New Mexico a better place to live, work and raise a family. Leadership New Mexico



KOMKO



SMITH

began in 1995 with a small group of visionary individuals who saw the need for a statewide organization dedicated to the development of informed leaders. Today, the organization has four successful programs: the Core Program, the Local Government Leadership Program, the Connect New Mexico Program and the Alumni Program.

Leadership New Mexico selects a class of established leaders from across the state to participate in the Core Program each year. The program consists of six sessions held in different locations across New Mexico over a 10-month period and covers topics related to health and human services, economic development, education, environment and natural resources, crime and justice and government. The Local Government Leadership Program, a partnership with the New Mexico Municipal League and the New Mexico Association of Counties, is a program for county and municipal officials and members of the New Mexico

From the Executive's Desk

NAMES: Patty Komko and Dick Smith

TITLE: Chairman, president

ORGANIZATION: Leadership New Mexico

National Guard, regional councils of governments and local school boards. The Local Government Leadership Program meets for two sessions in different locations. Leadership New Mexico's newest program, Connect New Mexico "The Next Generation of Leadership" was launched 2007. Connect New Mexico is a program for business professionals, ages 25-40, and covers systems and structures in New Mexico during three sessions across the state. The Alumni Program is an ongoing networking opportunity for all Leadership New Mexico graduates and conducts alumni social and educational events throughout the year.

In all of its programs, Leadership New Mexico creates a supportive and collaborative environment for learning and the exchange of ideas. With roots firmly

planted in communities across the state, Leadership New Mexico is enthusiastic about the continued growth of the programs and the ability of our alumni to solve the challenges facing our great state. Leadership New Mexico alumni touch thousands of lives and ultimately have the opportunity to improve the livelihood of families and businesses and preserve the culture in New Mexico.

After 14 successful years, the network of Leadership New Mexico alumni continues to expand across the state. To date, there have been nearly 700 Leadership New Mexico participants representing 59 different communities and nearly 30 different industries including health care, government, banking, business, education, oil and gas, high-tech, farming and ranching and the nonprofit sectors. They are a group of the most talented, accomplished and dedicated leaders in the state who serve on hundreds of boards, oversee thousands of employees and play an active role in governing the state. Leadership New Mexico's alumni are actively involved in local and statewide issues and their passion is evident through the positive work they are doing in their communities. As Leadership New Mexico continues its success in the future, more alumni will continue to emerge with a positive attitude and a drive

to advocate for a better New Mexico.

This year's Core Program class, featured on the following pages, has risen to the challenges facing New Mexico and is committed to making their communities and New Mexico a better place to live and work.

As Dick Smith, Chairman of the Board, shares, "We look back with pride and are honored to have been a part of Leadership New Mexico's success over the years and we are looking forward to the many successful years to come. We would like to give our sincere gratitude to our dedicated speakers, volunteers, sponsors and staff who believe in our organization, support our mission and kindly and generously give of their time, expertise and resources. We are confident that Leadership New Mexico will continue to accomplish the mission of inspiring leaders to make a difference, create a better future and touch thousands of lives across New Mexico."

Leadership New Mexico is pleased to introduce you to the Core Program Class of 2009 and share with you a glimpse of their experience.

For more information regarding Leadership New Mexico's programs, please visit their Web site at www.leadershipnm.org or contact the Leadership New Mexico office at (505) 241-4800.

Letters to Outlook

Daschle's wrong on health care fixes

The loss of Tom Daschle as the new leader for health care is no loss. Though I have great respect for the man, I have read his book "Critical" and his approach to fix health care was simply wrong.

Daschle's answer was a Federal Health Board fashioned after the Federal Reserve Board. The FHB would have the "knowledge to make complicated medical decisions and the independence to resist political pressures." It would "emulate some of

the regulatory functions of the Securities Exchange Commission."

Translation: let's create a new powerful governmental agency with undefined but sweeping powers. His answer: central control will cure health care. No diagnosis. No engagement of the public. No plan. Rather than simplification, he wanted a further expansion of an already insupportable bureaucracy.

The symptoms of health care dysfunction include 47 million without insurance; 500,000 open nurse positions; an unacceptable error

rate; and \$2 trillion this year on health care. What are the causes of these symptoms? Curing a patient requires treating causes not symptoms, so before treatment, you must establish the causes. Also, the patient must understand and agree with the diagnosis and the treatment plan or the patient will not cooperate.

Daschle's FHB would be staffed by "highly independent experts." We all know how successful self-styled experts have been in healing health care so far. Speaking of experts, remember the Nobel laureate

"experts" whose brilliant, complex econometric models helped create the financial meltdown we are now all experiencing.

Possibly the most frightening part of Mr. Daschle's answer was his seemingly innocuous statement that "we should build on what we have." He thinks that to fix our health care system, we should modify it. With respect, WRONG! When the bottom was torn out of the Titanic, they had to transfer to a ship that wasn't going down. Bailing water or trying to plug the hole wasn't going

to save them. Health care is heading toward the bottom. We need to abandon ship.

The problem IS the current system. To fix the "problem," we need a new, different system.

To create a functional and sustainable health care system, we need to answer Five Questions and repeat a Chant. (C/B stands for cost/benefit analysis.)

1. Does the new system reconnect me with my money?
2. Does the new system measure outcomes we want?

Program gives leaders a broader view of issues

from PAGE 1

environment and natural resources, economic development, and crime and justice.

"It gets you out of Albuquerque, and every weekend is a different part of the state, literally all four corners," said Albuquerque entrepreneur Ned Godshall, who owns technology startup Altela. "It gives you a breadth of knowledge about New Mexico, but you also get to meet people from all over the state and you form bonds and relationships that you otherwise never would."

This year's class is halfway through the program, which spans 10 months, with about a weekend every other month assigned a topic and a location. April is education in Hobbs. January's focus was economic development, held in Las Cruces.

"Everywhere we go, I think the thing that you learn real quickly is it doesn't matter what part of the state you're from, the issues are the same," said Eunice Mayor Matt White. "Whether it's Deming or Silver City or Clovis or Las Vegas, you don't realize how much is the same in those locations until you go and visit them and talk to the local community, and then you realize we're all in the same boat here."

About four out of five people interviewed called the economic development portion their favorite so far, having heard talks on everything from chile farming to the film industry to Spaceport America, and getting an up-close look at the Santa Teresa border crossing complex.

"We don't hold programs in a hotel. All of it is very experiential,"

Komko said. "Ninety-nine percent of them would have never had an opportunity to see the internal workings of the crossing had it not been for us taking them down there," Komko said.

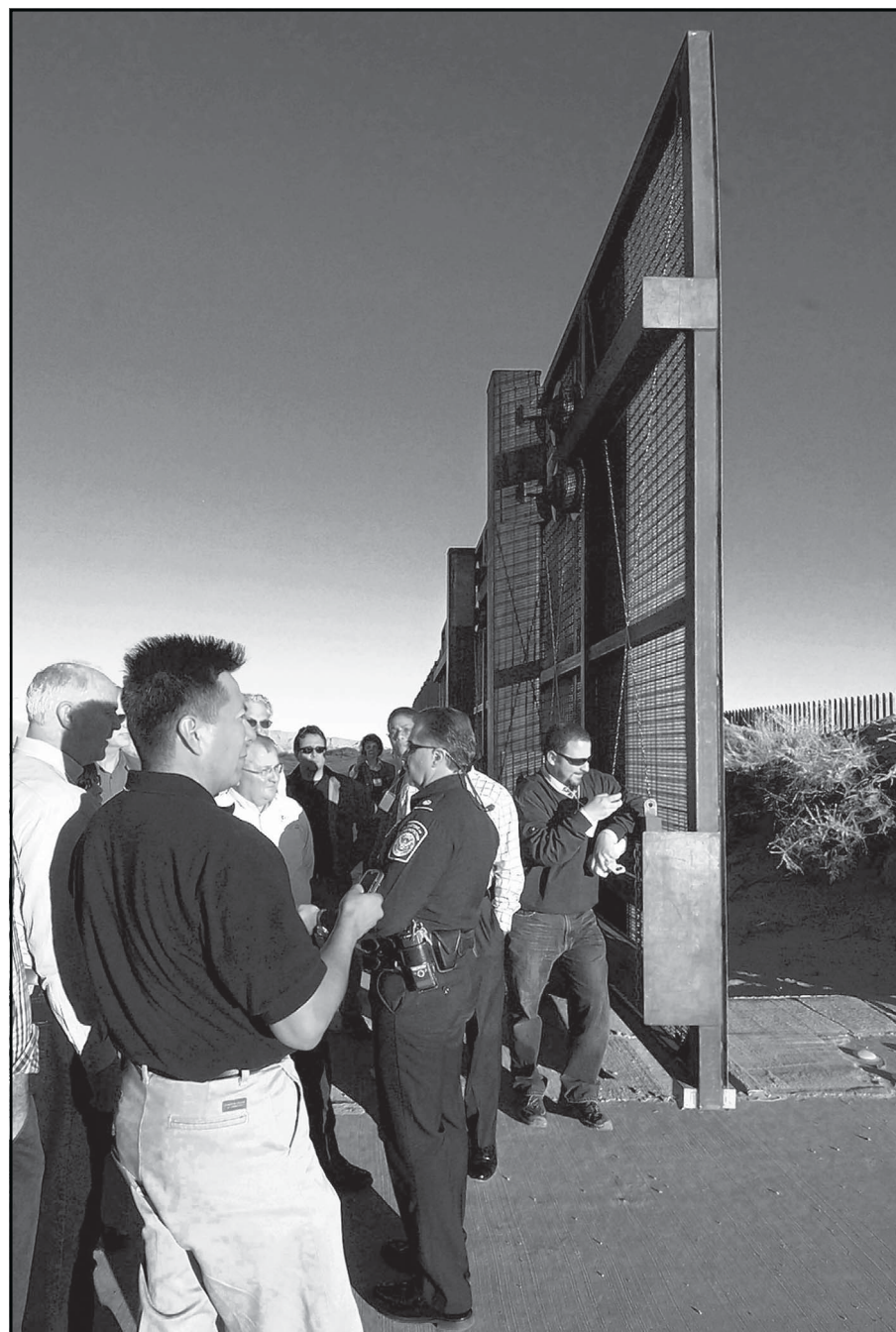
Miller, who has been with the cheese plant and in New Mexico for four years, said each experience provided one "Wow! moment" after another. Miller came from Shallowater, Texas, a town of about 2,400 people outside Lubbock. She thought participation in Leadership would be an ideal opportunity to get better acquainted with her new home.

"Having the ability to talk with other people in the class that are in different industries, different areas of the state and talking about what issues they face in their day to day activities ... you come up with different ways of looking at things, different ways of looking at a problem and a different way of solving problems," Miller said.

"It's just got me thinking about different approaches to how I could do my job better and inspire people (at work) to do some out-of-the-box thinking themselves."

Also popular was an initial get-to-know you session reminiscent of camp.

Patrick Snedeker, San Miguel County detention administrator and warden, described it this way: "There were some outdoor activities and some challenge courses, and it demonstrates very clearly the things that we can accomplish when we give up ourselves for the greater good of others and to truly make a contribution."



RICHARD PIPES/JOURNAL

Members of the 2009 Leadership New Mexico class get a look at the 6,800-pound border gate at the Santa Teresa crossing on the New Mexico-Mexico border.

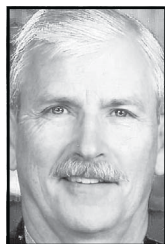
CLASS OF 2009

Profiles Prepared by Leadership NM, Edited by Journal Staff

DENNIS BATEY

President, Presbyterian Health Plan in Albuquerque

Batey would like to see New Mexico be nationally recognized for the diversity of its residents, its environment and its economic base and for managing the diverse needs of its various constituencies in a way that leads to ongoing significant improvements in the quality of life for all New Mexicans. He hopes to contribute to this by working to develop health care financing and delivery systems that will result in the improvement of the health of every individual, family and community in New Mexico. When asked how he defines leadership, Batey says, "I think leadership can best be defined not in terms of what a leader does, but what a leader accomplishes," and quotes Alan Keith of Genentech who said, "Leadership is ultimately about creating ways for people to contribute to making something extraordinary happen."



BRENDA BROOKS

Director of Communications & Community Affairs, Louisiana Energy Services (LES) in Eunice

When asked what New Mexico's strengths are, Brooks says, "The sense of community is one of our greatest strengths. We believe in supporting each other and will make personal sacrifices in order to do so." However, she considers the vast size of the state as a weakness when providing necessary services to rural communities. Brooks believes New Mexico needs to address the student drop-out rate and make sure children are provided with outstanding educational opportunities. In addition, she feels the state needs programs that focus on young girls to reduce the number of teen births in order to have an impact on the state's health and economy. Brooks is inspired as a leader by her parents, who instilled in her a desire for education, the understanding that she has to work hard to succeed and the expectation that she would succeed.



DON BROWN

Director, Corporate Communications, PNM Resources in Albuquerque

Brown believes the creation and retention of high-wage jobs tops the list of New Mexico's most pressing issues. "While our state's economy seems more stable and predictable than many others, I don't think we have succeeded in attracting or creating a significant number of good-paying jobs in New Mexico," Brown says. However, he feels the emergence of the state's film industry, brought on by the right policies and incentives, is a sign of success and holds great promise for the state. Through his participation in Leadership New Mexico, Brown hopes to learn more about the problems facing the various communities of New Mexico. He says, "Our focus far too often seems to be on Albuquerque and Santa Fe, and I am excited to see some of the success stories elsewhere that may be unknown to a lot of leaders in the state."



J.D. BULLINGTON

Senior Policy Advisor, Director, New Mexico Government Relations for Brownstein Hyatt Farber Schreck in Albuquerque/Santa Fe

Bullington is inspired as a leader by individuals who remain dedicated to the advocacy of a cause, regardless of the political hurdles, economic challenges, cost, social stigmas and attacks they have to endure. "These are the qualities I recognize in every true leader, and they are qualities I believe must be present in someone in order to be classified as a great leader," he says. Bullington sees New Mexico as having many natural, economic and cultural strengths, including the climate, abundant wind and solar energy, untapped tourism potential, vast open space, a strong transportation corridor, diverse ancestries and cultural attractions and a widespread practice of various art forms. He believes "all of the strengths mentioned above could be utilized more in a coordinated partnership effort that would result in diverse economic growth for the state."



JANET CARBARY

CEO, Carlsbad Medical Center in Carlsbad

Carbary views the top concerns in New Mexico to be the high drop-out rate from high school, drug usage and its destruction of the next generation and a lack of skilled workers. She would like to see New Mexico develop programs to match skill sets with open positions and says many positions in southeastern New Mexico are unfilled due to lack of skilled workers. When asked how she would define leadership, Carbary compares it to parenthood when she says, "You have to care about the people you are responsible for, want them to do well, set high expectations and you can't let them go astray. Like being a parent, delivering the tough message without getting emotional or unsupportive is a critical part of being a leader and you need to have perfected the technique of combining battery acid with whipped cream."



CAROL COCHRAN

Principal, REDW Business & Financial Resources in Albuquerque

Cochran considers New Mexico's strengths to be its rich cultural diversity and proud history of entrepreneurship. "We can build upon these strengths by consciously investing in efforts to make capital and resources available to entrepreneurs, and by providing them with technical assistance to grow their businesses and make them successful," she says. Her vision for the state is that everyone will ultimately have the courage and confidence to envision a brighter future, and that the educational system, infrastructure and capital markets will support the achievement of their dreams. Cochran is committed to improving the state through her work with local businesses and worthy causes. She is inspired by servant leadership and leaders who deliberately put the needs of others first and are willing to endure great personal sacrifice for the common good.



DAN COVER

Senior VP Commercial Real Estate, First Community Bank in Albuquerque

Cover believes New Mexico has made great strides in the past five years by attracting the movie, solar and aerospace industries to the state. "These new industries have provided a new source of high paying jobs to the residents of New Mexico," he says. He also notes the positive job creation aspects of expanding Indian gaming for the Native American populations and reducing the personal income tax rate making New Mexico more competitive with surrounding states. Cover would like to see New Mexico improve in the areas of maintaining a good climate for business, having higher expectations for public schools, and reducing the state's budget through the elimination of unnecessary spending. Through Leadership New Mexico, Cover hopes to better educate himself on the issues that are important to New Mexico and learn what he can do to help solve them.



BOB DANIEL

COO, Pulakos & Alongi in Albuquerque

Daniel is inspired as a leader by hard work, dedication, focus and a willingness to truly listen. "It is impossible to lead effectively without these important traits," he states. He would like to see New Mexico improve its future by increasing the percentage of high school graduates, diversifying its economic base to be less dependent on government and providing an infrastructure that encourages statewide sustainable growth. Daniel considers the state's strengths to be its natural resources and beauty, cultural diversity and the national labs. He believes New Mexico can build upon these assets by managing natural resources effectively, developing alternative fuel sources and creating a statewide strategic water management program. After Leadership New Mexico, Daniel plans to continue to be active in the community organizations and encourage others to participate in the program.



JOHN D'ANTONIO

State Engineer, State of New Mexico, Santa Fe

D'Antonio has wanted to participate in Leadership New Mexico for several years but never thought he could make the time commitment. "As a guest lecturer over the past few years, I was impressed by the qualifications of the individuals in the program and the structure of the program itself. As a result, I decided to formally submit an application to be considered for the program," D'Antonio shares. He considers the top three accomplishments in New Mexico in the past five years to be the growth of the film industry, the Indian water right settlements and the Active Water Resource Management initiative. D'Antonio defines leadership as creating a vision and strategy for an organization, establishing a guiding coalition of key team members, motivating individuals to transform the organization and empowering the team members to invoke action to carry out the strategies to accomplish the vision.



CLAY DOYLE

VP, New Mexico Affairs, El Paso Electric Company in Las Cruces

Doyle would like to see New Mexico leaders and policymakers realize the state and all its citizens are currently living in a global business economy and an age of information. He says, "The leaders of our state must challenge all assumptions. Policy that worked before the information age may not work in the new information-rich business paradigm." Doyle believes the core value of Leadership New Mexico is the development of resources, and therefore, access to information. He feels in today's age, too much of public policy is driven by the misinformed or poorly informed media. When asked what the strengths of New Mexico are, Doyle says agriculture will continue to be one of the state's strongest links in the chain of economic capability followed by tourism and a geography that will continue to be attractive with the current demographic trends.



RICHARD EISENRING

CFO, Holy Cross Hospital in Taos

Eisenring's vision for New Mexico is for the state to become a national leader in setting the benchmarks for quality and affordable health care for all residents while preserving the diversity of cultures and quality of life. In the past five years, he has seen health care become more accessible to children and considers this to be one of the top accomplishments in the state. In addition, "programs have been established to educate our citizens in managing their own health care with emphasis on controlling diabetes and heart disease," he says. Eisenring would like to see New Mexico improve in the areas of economic development and law enforcement efforts to control violent crime and substance abuse. He believes improvement in both of these areas is vitally essential to making New Mexico a desirable location for attracting new business and industry.



BILL FLOREZ

VP Four Corners, Jaynes Corporation in Farmington

Florez believes San Juan County is facing numerous issues like many other parts of the state. The network of business leaders he has met through Leadership New Mexico has opened a new world of experiences and resources he can utilize to help solve some of the issues in his county. He says, "Hopefully, this knowledge base will help me to assist our community leaders in making sound decisions for our future. Having access to other community leaders who are dealing with the same problems can only help in resolving some of our issues here." Florez is inspired by his involvement in service organizations in his community and by learning about the community's needs and how he can help. He visualizes New Mexico as a leader in education and programs to assist low-income families, both in urban and rural communities.



NED GODSHALL

Co-Founder & CEO of Altela Inc. in Albuquerque

Godshall's hope and vision for New Mexico is for the state to become first-class in the "3 Es": entrepreneurship, the environment and education. He believes the state needs to continue the progress that has already been made since the mid-'90s in minimizing government funded employment by boosting entrepreneurial-based companies and an entrepreneurial-minded economy. "Secondly, New Mexico is blessed with one of the most beautiful environments in the country and we are already on a good path to protecting our beautiful surroundings by leading the nation in alternative energy and innovative water start-up companies," Godshall says. He feels neither of the first two will come to pass without a stronger educational excellence in New Mexico and he would also like to see the state not only improve high school graduation rates, but also make the state's universities first-rate schools in the United States.



ESTHER L. GOMEZ

Director of Personnel, Air Force Nuclear Weapons Center, Kirtland Air Force Base in Albuquerque

Gomez is inspired as a leader by the Air Force Nuclear Weapons Center Commander, Brigadier General Everett Thomas, and his five principles of exemplary leadership: model the way, inspire a shared vision, challenge the process, enable others and encourage the heart. She feels leaders in New Mexico must ensure their voice is heard by elected representatives regarding their concerns in order to make a difference. Gomez's vision for New Mexico is to make an impact by continuing to mentor the state's youth to make certain they are ready to take on various roles within their communities in order to continue to make New Mexico a place where people want to live. She says, "We must remember what Albert Einstein said: 'The significant problems we face today cannot be solved at the same level of thinking we were at when we created them.'"



NORBERT GRAY

Circulation Director, Albuquerque Publishing Company in Albuquerque

Gray quotes Winston Churchill when he says, "The pessimist sees difficulty in every opportunity. The optimist sees opportunity in every difficulty." In today's economic climate, Gray believes taking a reactive approach will not be effective. "As leaders, we should not merely survive in difficult times; we must thrive. We must create the environment where we can collectively succeed, even in the face of adversity," he says. For New Mexico, Gray would like to see a continual investment in alternative energy, including wind, solar and nuclear, in order to create jobs and have a positive impact on economic development. He says that Leadership New Mexico helps him realize what is good in New Mexico and helps to find creative solutions to many of the state's current issues, and by engaging in dialogue, future leaders are able to join a network committed to change.



RANDY GRUNOW

Installation Safety Director, White Sands Missile Range

Grunow sees the top concern in New Mexico being the high rates of teen pregnancy because of its effects on the school system, taxpayers and the health system. He believes New Mexico can overcome this weakness by educating families throughout the state and encouraging community involvement. Grunow is inspired as a leader by a former Commander of White Sands Missile Range, General Niles Fulwyler. Grunow recalls the time when Fulwyler took him into his office and pulled a string out of his pocket. Fulwyler put the string on the table and first pushed it, then pulled it and said, "If you get out in front of your employees and lead by example, they will follow you, but if you attempt to push your employees along without proper guidance or vision, they will just bunch up on you."



ROBERT HAGEVOORT

Dairy Extension Specialist, Cooperative Extension Service in Clovis

Hagevoort describes his vision for New Mexico as a state built on its rich traditions and values due to its agricultural base, vivid entrepreneurship and strong economic foundation. He believes his contribution to this vision lies in support for dairy producers and community members in building a sustainable agricultural base that fosters synergies between the dairy industry and other agricultural activities. Hagevoort would like to see New Mexico remain a friendly, compassionate state and support its diverse citizens with prosperity, employment opportunities and affordable access to education. "By participating in Leadership New Mexico, I hope to gain a better understanding of other sectors in the New Mexico economy and to continue to learn about New Mexico's rich heritage, which I have only had the privilege to become familiar with over the past few years."



STEVE HANSEN

President & CEO of Presbyterian Medical Services in Santa Fe

Hansen is inspired as a leader by his wife and children and by the work he has chosen in the nonprofit health care world so he can excel in an area of business that, if done correctly, can grant access and care to people and families in need. He believes the challenges and payoff of this line of work have sustained him and have motivated him to be a leader and contributor to this cause. When asked how he sees himself applying his Leadership New Mexico experience in the future, he says, "I believe most education is best received when it is in context of learning how to learn. Leadership New Mexico gives me the opportunity to look at what I am doing and how I am doing it in a different light and it gives me the opportunity to improve myself and my organization."



MARCIA HEMBREE

Senior VP, Account Manager, Bank of Albuquerque in Albuquerque

Hembree says, "With vision, an action plan and humor, leaders can energize followers, foster good camaraderie and relieve tension." She believes a successful leader has a clear picture of where to go and a firm grasp on what success looks like and how to achieve it. Hembree sees the weakening economy and access to health care and education as the top concerns facing New Mexico and considers the New Mexico State Lottery Scholarship, incentives to attract and keep economic based jobs, and great strides in economic development over the past five years to be the top accomplishments of leaders in New Mexico. Her vision for New Mexico is a community that works together to enhance and preserve our quality of life by protecting its natural beauty, providing quality education, access to health care and safety for its citizens.



ANDY HERNÁNDEZ

Associate Dean, Western New Mexico University in Deming

Hernández believes New Mexico has an uncommon history and cultural heritage that continues to provide numerous benefits to the state. He says these strengths have already been translated into a valuable and growing national and international tourism industry, and to a lesser extent, have proven beneficial in attracting new residents to the state. When asked what inspires him as a leader, Hernández says, "I'm particularly inspired by Teddy Roosevelt's speech, 'The Strenuous Life', and his call for people not to be satisfied with the pursuit of an easy existence as a goal in and of itself." He would also like to thank his friend and Leadership New Mexico graduate, Tom Bates, and shares, "I've teased Tom mercilessly for enticing me into volunteering for various activities and programs. By sponsoring me for Leadership New Mexico, Tom has enriched my life immeasurably."



DEBRA HICKS

President, Pettigrew & Associates P.A. in Hobbs

Hicks quotes Lauri Beth Jones, motivational speaker, when she says, "People who are hungering for ownership of the herd need to realize that they will be required to keep the night watch, as well as shear the sheep when the time comes." She believes in order to be an effective leader one must act with integrity and also be fair and authentic. Hicks' vision for New Mexico is to provide economic stability by fostering growth of small business enterprises. She believes necessary steps toward her vision would include state initiatives for insurance and health care reform. When asked why she was motivated to participate in Leadership New Mexico, she says that by nature, she "seeks knowledge and self improvement and was motivated by the knowledge that would be gained regarding issues facing New Mexicans statewide and the establishment of relationships to affect change."



ROBERT JOE

Site Executive, Raytheon Company in Farmington

Abundant sunshine, wind and labor pool are three strengths of New Mexico, according to Joe. He believes New Mexico can use these resources for wind, solar and economic base opportunities in local communities by utilizing the state's labor pool. Joe feels New Mexico's weakness is the state's low rating of high school education, access to health care and limited access to air transportation throughout the state. "These are problems and it would take a diverse and focused team to comprehensively evaluate and understand these issues in order to solve them," he says. Joe's vision for New Mexico is a state with abundant educational and economic opportunities. He believes it will take political, educational and business leadership to make the vision a reality. Joe is already contributing to his vision through his involvement with local community colleges and high schools.



MARTIN MARCHI

President & Owner, Marchi Foods Inc. in Los Lunas

When asked what inspired him to become a participant in Leadership New Mexico, Marchi says, "Listening to others that have been involved in Leadership New Mexico in the past and hearing how their ideas about current events had changed and how they felt a need to stay better informed and motivated to make a difference as a result." Marchi considers some of the top issues facing New Mexico today to be approaching inevitable growth in the state while maintaining New Mexico's cultural identities, balancing water usage between current needs, future needs for development, current and future agricultural needs, and working toward having less reliance on federal dollars to continually grow the state's economy. His vision is that New Mexico's leaders take advantage of the state's diversity and give different insights into various issues to create long-term solutions that work for everyone.



ANTHONY MASCIOTRA

Executive Director & CFO, University of New Mexico Medical Group Inc. in Albuquerque

Masciotra defines leadership as the ability to use experiences and beliefs to shape an organization, influence outcomes, solve problems and develop solutions toward a common goal. When asked his opinion on the future of New Mexico, he says, "Although we are facing tough economic times, our state has many virtues and the future of New Mexico is positive." Masciotra believes New Mexico has many assets, including national labs, universities and cultural diversity. "We need to harness these assets and work together toward the common goal of improving the lives of our residents. We also need to incorporate our diversity and better connect the various regions of New Mexico both geographically and culturally," he states. Masciotra says that economic development, focus on health care and commitment to education will continue to improve New Mexico's future.



EMILY MCGAY

Owner, McGay Consulting LLC in Los Alamos

McGay considers the top accomplishments in New Mexico during the past five years to be the increase in teacher salaries, the attraction of the film industry and the new mission of Cannon Air Force Base. She believes the top concerns facing New Mexico are the number of high school drop-outs, poor quality education and a lack of good-paying jobs. She would like to see New Mexico become more comparable to the top states in the nation and believes it will take better education for our youth, larger companies with good-paying jobs and a larger, well-trained population to provide for talented workers in order for New Mexico to reach this goal. Through Leadership New Mexico she says, "I hope to learn about all aspects of life in New Mexico and assess how and where I can have an impact."



CHRIS MCNAMARA

GM, Brycon Corporation in Rio Rancho

McNamara describes his vision for New Mexico as "the best place to live" and believes that his vision can become a reality if his company provides a great place to work and if the state works to attract new businesses, improve the public education system, lower crime rates, improve the health care system and build stronger communities. He feels that New Mexico provides a great quality of life where outdoor activities are abundant, cultures are diverse and the workforce is skilled and educated. McNamara also believes the cost of living and running a business is reasonable but that New Mexico needs to attract more technology-based companies. When asked what inspires him as a leader, he says, "Having the opportunity to work with a great group of people and seeing how working with a quality company can have such a positive effect on people's lives."



BRENDA MILLER

Human Resources Manager, Southwest Cheese in Clovis

Since moving to the state three years ago, Miller has fallen in love with the beauty and the great people of New Mexico. Her vision for the state is to preserve the natural beauty and resources while balancing economic growth and development. Miller's contribution to this vision is working with local economic development groups to research and identify businesses that will support and enhance the services that are currently in place. In addition, "The networking realized through the Leadership New Mexico Core Program provides contacts for partnerships to be developed with other leaders in the state. These partnerships and alliances will encourage growth in New Mexico," she shares. During her three years in New Mexico, Miller has observed the development and growth of the dairy industry and is proud of the national attention it has brought to the state.



CAROLYN MITCHELL

Agent, New York Life Insurance Company in Roswell

Mitchell revisits a time when, 25 years ago, the minister at her church asked her to lead a finance campaign. "Until then, I had never considered I could lead anything or anyone. With the campaign being a huge success, it inspired me to continue the challenge of leadership and to encourage others that they can also lead," she shares. Mitchell considers a major strength of New Mexico to be its small population where everyone can get involved. She believes an individual does not have to be rich or have been raised in New Mexico to make a difference. After her Leadership New Mexico experience, Mitchell plans to continue her activities in her community and work to encourage the necessary changes in education throughout the state. "I plan to be a force for this vital part of New Mexico's future," she says.



PAUL MONDRAGÓN

VP & Relationship Manager, Wells Fargo Bank in Albuquerque

Mondragón was inspired and motivated to become a participant in Leadership New Mexico because of his love of New Mexico and his feeling of duty toward the state. Mondragón's family has been involved in state politics for decades, and although he does not have a desire to run for office, he feels he is honor-bound to do what he can to keep New Mexico moving forward. His vision is to promote New Mexico's vibrant history and heritage while leveraging its universities and national labs to foster development and deployment of new technologies. Through his Leadership New Mexico experience, he hopes to connect with like-minded leaders who are devoted enough to volunteer their time for the betterment of New Mexico, stating that "Leadership New Mexico is mandatory for anyone wanting to get to the heart of the challenges and opportunities facing our state."



MATT O'BRIEN

VP and CFO, Sandia National Laboratories in Albuquerque

O'Brien believes if an individual has an inclination and a talent to lead, it is that individual's responsibility to serve in a leadership capacity. He feels New Mexico is in a unique position to make advances because it can model success through its great diversity. However, he thinks the state needs to "self-realize" its potential to lead a national effort to appreciate true diversity and how that diversity contributes to success. "The strength of New Mexico is the manageable size of the state because it provides access to all levels of leadership, including political, business and academic leaders, and a unique opportunity to build strong collaborations" O'Brien says. He would like to apply his education through Leadership New Mexico by utilizing the network of individuals he has met and using the thought-provoking discussions to provide a solid base to engage with community leaders.



ROB RICHARDSON

Senior VP, Bohannon Huston Inc. in Las Cruces

Richardson envisions New Mexico as an example of courage and humility, a model of economic opportunity and sustainability and an advocate of fiscal and social responsibility. He says, "Creating the vision demands that we constantly engage in meaningful dialogue to identify solutions that work," and he hopes he can help facilitate this process. Richardson identifies the improved transportation network in New Mexico and the state now being recognized as a destination and not just a path for people to pass through as two of the top accomplishments of the state in the past five years. As a lifelong resident of New Mexico, Richardson would like to contribute to the evolution of the state in a positive way and views Leadership New Mexico as a way of learning and strengthening his willingness to be a part of a larger future for the state.



RAMONA SAKIESTEWA

President, Ramona Sakiestewa LLC in Santa Fe

Sakiestewa considers the strengths of New Mexico to lie within the prehistoric and historic confluences of the diverse cultures that have lived, traded, created and passed through New Mexico. Combining those strengths with the physical and metaphysical riches of the state's landscape makes New Mexico unique. Sakiestewa's vision is for each resident to discover, honor and respect all that is considered to be the "enchantment" quotient of the state. She says, "Education in our schools and education of all state government planning and policy boards is the key factor in making this vision a reality." When asked how to improve the future of the state, she quotes Baba Dioum when she answers, "In the end, we will conserve only what we love, we will love only what we understand, and we will understand only what we are taught."



ELIZABETH PALACIOS

Executive Director, Taos Community Foundation in Taos

Palacios defines a leader as someone who is a respected, ethical individual with strong vision and the capacity to inspire and motivate others to action. She considers the top three accomplishments in the past five years in New Mexico to be the development of the New Mexico's Children's Cabinet, the investment of more than \$165 million philanthropic dollars in the state and the conservation of more than 300,000 acres of land. "New Mexico is one of the top 10 states in total acreage preserved, which honors the heritage of our lands. This conservation can preserve important vistas, historic acequias, support tourism and is the core of many of our community's distinctive rural character and quality of life," Palacios says. She feels this conservation is an essential legacy that New Mexico can leave for many generations to come.



JOSHUA ROSEN

Chief of Staff, Office of the Lieutenant Governor in Santa Fe

Rosen is inspired by creating successful partnerships and continuing to set new goals. "Now that I have a family, I'm even more driven to be an effective leader. I want to do all I can to make sure my kids have every chance to lead healthy, happy and successful lives," he says. Rosen believes poverty is New Mexico's greatest weakness because of its impact on families' health, financial security and education. However, he feels New Mexico can begin to overcome these challenges by continuing to strengthen families, education, health care and social programs that help people lift themselves out of poverty. On his Leadership New Mexico experience, Rosen comments, "With engaged professionals working together on serious challenges that face our state, the program is an invaluable resource for all New Mexicans."



LIZ SHIPLEY

Communications & Education Manager, Intel Corporation in Rio Rancho

Shipley defines a leader as someone who has a vision that goes beyond professional success and includes improving the lives of those around them by giving back to the community and creating a standard that others can also achieve. She believes New Mexico's ability to attract and retain jobs requires a skilled workforce and says, "Every level of our education system must be aligned to teach our children the 21st century skills needed to be successful in a global economy — skills such as critical thinking, problem-solving, effective communication and collaboration." Shipley does feel, however, that New Mexico currently has a renewed focus to improve education by emphasizing teacher quality and accountability. She would also like to see New Mexico become the center of innovation and research and build on the legacy of the national laboratories and leading high-tech companies.



CHRIS POHL

VP, TC Enterprises Inc. in Albuquerque

Pohl would like to see New Mexico remain at the economic forefront on a national level. He feels New Mexico can accomplish this by "encouraging the older and more experienced leaders to mentor younger leaders and help to allow them access to national and global solutions." Pohl's vision for New Mexico is for its citizens to have a tremendous appreciation for all cultures and different ethnicities within the state and to share common goals in order to grow local businesses. He believes that building relationships that center on the importance of these common goals will be what it will take to accomplish his vision. Pohl is inspired as a leader by individuals who have the ability to bring people together and gain their cooperation. He says, "In our global and political conditions, we need this attitude now more than ever."



BECKY ROWLEY

Executive VP, Clovis Community College in Clovis

Rowley sees leadership as not necessarily being the "out-in-front" person but instead working next to and standing behind people. She views the creation of a significant renewable energy sector, the development of the film industry and a more focused system of higher education as the top recent accomplishments in New Mexico. She would like to see education as the primary ticket out of poverty and into a productive and fulfilling career and believes education can complement cultural values while promoting independence and self-esteem. Rowley plans to contribute to this by working on access and affordability in higher education and quality issues that span K-20. Looking at her program experience so far, Rowley says, "The speakers are first class, but the reactions of the participants who are experts in the fields presented have provided me with insights beyond what I had hoped to gain."



PATRICK SNEDEKER

Detention Administrator & Warden, San Miguel County in Las Vegas

Snedeker believes the challenges facing New Mexico are similar to those facing each state within the nation and the world. He says, "We need to further value life itself, utilize technology, science and learning for the betterment and enhancement of the quality of life, to protect the environment and resources and to have better and affordable jobs, health care and education." Snedeker is inspired as a leader by the residents of New Mexico who work hard every day to take care of their families, make a better life for their children and who enrich all the lives in New Mexico by the contributions they make. His vision for New Mexico as the true Land of Enchantment is realized one person at a time by placing the highest value on the state's land, resources, people, economy, health care system, environment, education and jobs for today and the future.



CHERYL SOWDER

Owner & Designer, The Finishing Touch in Los Alamos

Sowder sees leadership as the art of facilitating, communicating, encouraging and team building. "Rather than providing answers to an issue, a leader motivates others to work together to discover solutions, realizing that the best solutions are attained cooperatively," she says. Sowder's vision for New Mexico is to be a force for stability and prosperity, leading the nation in innovative solutions to critical issues that are challenging our future. She believes New Mexico already has the resources to realize this vision but needs leaders who can transcend all partisanship to work together effectively, agree on common visions for the future, utilize available resources, dare to take risks and see challenges as opportunities for improvement. Sowder hopes that through participation in Leadership New Mexico, she can discover ways to personally contribute.



RAY STROM

COO, Cress Insurance Consultants Inc. in Albuquerque

When asked what inspires him as a leader, Strom talks about Ronald Regan, Abraham Lincoln and Colin Powell. "All of these great men found themselves deeply entrenched in socially difficult situations. What they all had in common was a broad and deep understanding of the issues, the needs of people and the future impact on others. They all had the courage of their convictions to follow through on their beliefs, regardless of the impact it may have on them personally," he says. Strom considers New Mexico's strengths to be its diversity and the ability to accommodate and complement almost any industry entering the state. He feels New Mexico has created a culture that embraces new technology in aerospace and solar technology and captures the hearts and minds of the film industry and says, "We have a lot to offer and a lot to be proud of."



WAYNE TORPY

Chief of Police, Los Alamos Police Department

Torpy would like to see New Mexico viewed as a progressive state in the areas of crime prevention, education and quality and affordable living. He believes the state's investment in DWI enforcement resulting in the decrease of alcohol-related deaths is a great accomplishment. "Additionally, the state has provided funding for local communities, allowing for intervention programs aimed at the reduction of underage drinking and other minor violations of the law. This will reduce the number of youth in our court system and give communities more control in youth crime prevention," Torpy says. He feels New Mexico's single highest priority needs to be developing future generations as leaders and says, "Developing established leaders to identify and work on issues facing New Mexico is great, but opening the eyes of our youth would be a very valuable investment."



MAXINE VELASQUEZ

Chairman, Laguna Gaming Control Board in Laguna

Velasquez believes one of the strengths of New Mexico is having enthusiastic and motivated leadership in the for-profit and nonprofit sectors and feels that the state can build upon its strengths by assuring that all are at the table discussing common goals and objectives and resolving differences. She says, "Collaborating on a regional level is an effective way to build upon our strengths, accomplish goals efficiently, reduce the overlap of resources and sustain what has been instituted." She envisions New Mexico as diverse and accepting, where culture, history and tradition are celebrated and integrity is embedded in all citizens' actions. Velasquez is inspired by Martin Luther King, Jr. because he united people with a shared vision through collaboration, communication, empowerment, persistence, fairness, creativity, integrity and inspiration. "He possessed the essential qualities of a great leader that I aspire to be."



CATHY VICKERS

Owner & Broker, Homesteaders Realty in Elephant Butte

Vickers has a strong and deep commitment to community service and desires to be a part of the future growth of Sierra County and was thus motivated to participate in Leadership New Mexico. From her experience and education in the program, she hopes to gain effective communication skills and meet a network of experts to call on for help when the time or need arise. Vickers defines leadership as setting an example and acting on it by being a "doer" and a task undertaker. Her vision for Sierra County is to provide future opportunity for its youth in terms of jobs related to Spaceport America and the Hot Springs Motorplex and says, "I will have to get involved, make a commitment and seek opportunity for making recommendations in order for my vision to become a reality."



LOU VOLK

Senior VP and CFO, New Mexico Mutual in Albuquerque

Volk considers New Mexico's culture, people and quality of life to be the strengths of the state and believes it can build upon these strengths by working to solve education and health care issues. He feels New Mexico needs to break the cycle of poverty by addressing the ills in the New Mexico educational system and by meeting the health care needs of New Mexicans, particularly children. To realize his vision for New Mexico to be a healthy, educated population as the base for economic prosperity, Volk says, "It will take focus, energy, diligence and personal responsibility on everyone's part — and everyone has to have the same goal." He plans to contribute to his vision for New Mexico by getting involved in community efforts, continuing to be involved in charitable organizations and by being a good parent.



MATT WHITE

Mayor, City of Eunice

White was inspired to participate in Leadership New Mexico to learn more about how New Mexico functions and how to influence the process. He considers the top concerns facing the state to be the education system and health care for children. "The future of the state depends on our children being healthy, educated and contributing to our state. Only by improving these systems can we improve the state's ranking in poverty, high school drop-outs and medical care," White says. He identifies the increase in teacher salaries, stricter DWI laws and cooperation with Native American populations to be some of the state's top accomplishments in the past five years. He hopes to gain from his Leadership New Mexico experience the ability to approach people and groups to learn from them and to be able to expound upon their experiences and knowledge.



BEN WOODS

Senior VP for Planning, Physical Resources, & University Relations, New Mexico State University in Las Cruces

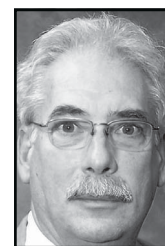
Woods feels New Mexico is well positioned for the future and says, "We are small enough to be agile and to move to meet demands." He also feels New Mexico has traditionally followed a conservative fiscal policy when compared to other states and believes this will help the state meet the immediate demands facing its people. When asked what he considers to be the weaknesses facing New Mexico, he talks about how too many of the citizens cannot envision a brighter tomorrow and too many youth have given up on themselves. Woods says, "If you cannot dream it, you will never achieve it. We must convince ourselves that we can achieve greater things and we must be willing to make the proper choices as individuals and as a state to see those dreams come true."



PATRICK YOCUM

Deputy GM, Washington TRU Solutions LLC in Carlsbad

As a newcomer to the state of New Mexico, Yocum is looking forward to learning more about the state during his Leadership New Mexico experience. He considers one of the top concerns facing New Mexico to be energy issues and the utilization of the state's abundant energy resources while simultaneously seeking reliable alternative sources. His vision for New Mexico is a state that attracts the nation's best and brightest to live and work. "We need to take the lead in our respective fields and show the nation that New Mexico has a lot to offer. How I will contribute is to encourage our workforce and students to pursue professional and educational goals that contribute to our shared success," Yocum says. From Leadership New Mexico, Yocum hopes to gain insight into the state's diverse people and cultures and is excited about the great opportunity.



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Journal Staff Report

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