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JO BETH BROWN INTERVIEWED BY BLANCHE TOUHILL

Blanche Touhill: Would you introduce yourself?

Jo Beth Brown: Sure. I'm Jo Beth Brown, I'm happy to be here today.

Blanche Touhill: We're delighted to have you. Would you talk a little bit about your early life: where you were born; your parents; your siblings; your relatives; cousins; friends, or your elementary school teacher or high school. Who encouraged you to really go on in life and make something of yourself and have a career?

Jo Beth Brown: Well, I was born in Oakdale, Louisiana, a little town right in the middle of the state. My family moved to Baton Rouge when I was probably three and I lived in Baton Rouge through high school. My parents both worked. My dad had finance companies around the state and my mother, when I was growing up, was a school librarian. Before I was born, she taught accounting at LSU and when she had children...she had two; my brother and I are a year apart...she went into public school teaching because the hours were better; it was a better place to have a family. She taught junior high math and then later went back and got another degree to be a school librarian which is what she did until she retired. Growing up in the '50s, I was one of the few people I knew, friends, who had a mother who worked full-time and so I assumed I would work. My mother's mother, my grandmother and all of her sisters graduated from college. Some of them taught; some of them didn't. You know, they got married and didn't work but going to college was just an accepted thing in my family. So, an interesting thing is, my mother told me when I was in high school that just because she had worked, didn't mean I needed to work. I should always understand that you can have a really satisfying life. You can be home, raise your children, join the Junior League, do that sort of thing because I guess she wanted to make sure I thought that was an alternative as well. So I don't know anyone else's mother who had that conversation with them because everyone else's mother kind of had that life, that I knew. Another thing coming from my mother is, she said, "Whatever you do, you should always have a career you can support yourself with." My mother finished college really young, because she skipped a few grades and back then you could do that, and married her high school sweetheart and in her early 20's, he died of tuberculosis so she moved back to her town and went back to school and got a Master's in accounting, I guess is what it was in, and that's when she met my dad. So her thing was, you should always be able to support yourself but if you want a career, that's great and if you don't, that's great, and that it would be important to be able to support yourself because you don't

know what your life might be and with a family of teachers, I really thought I would get a teaching degree and I did. I went to Tulane University and they didn't have a teaching program but majored in history and you could get a teaching certificate in addition to that, which I did and it worked out well because I met my husband in college and we graduated from Tulane and he went to law school and I supported us by teaching.

Blanche Touhill: Did Tulane, in those days, did they have Sophie Newcomb, is that right?

Jo Beth Brown: Yes.

Blanche Touhill: They had the women's college and the men's college?

Jo Beth Brown: Yes, which is unusual. There were several schools in New England that had it but it was one of the few in the South that did. So it ended up, with your college experience, you enrolled in Newcomb College and in Tulane University, got a degree from both but Newcomb College was a fourth the size of Tulane, so your school was...only about a 25% of the campus was girls. There were a lot more boys than girls. I started in 1968, the fall of '68 and at that time, your first year as a Newcomb student, all of your classes were all women. Then later, it depended on what you majored in...and women could major in engineering and architecture, then they didn't have that but if you're Liberal Arts, you had all female classes. When I started in '68, it was very much like college in the '50s, I expect: you had a dorm; you signed in and out of the dorm; you had hours, and by my sophomore year, you had very limited hours, and by my junior year, there were no hours whatsoever. It completely changed from...that's what happens when you went to college in 1970, things changed, even in the deep South. It was a different experience but there were a lot more men than women on the campus.

Blanche Touhill: Tulane has such a good reputation. Did you enjoy it?

Jo Beth Brown: It was a great place to go. Most of my friends in Baton Rouge were all going to LSU. Both my parents graduated from there but I really was looking for something different and I had a cousin...well, she really wasn't my cousin but she was from my mother's first husband's family...who I met when I was at an impressionable age of about 12 and she was a junior at Vassar and she seemed so sophisticated and told me about her experience and I thought, oh, that sounds so really cool. I then decided I was going to go to...I got onto the seven sister schools, I looked them all up and by my senior year in high school, I just couldn't envision going that far away. So Tulane had the same kind of concept and that's how I chose it.

Blanche Touhill: And really, what is it, an hour-and-a-half from Baton Rouge?

Jo Beth Brown: Yes. So you're away but you know you can get home.

Blanche Touhill: Yes, but you're not that far.

Jo Beth Brown: Right, and my father would come down on business and take me out to dinner. So I felt like I was away but I know I could have gone home if I wanted to. It worked out really well for me.

Blanche Touhill: And it is a fine academic institution.

Jo Beth Brown: Oh, it absolutely is the student body is...very little of it from Louisiana so you met a lot of people from all over, which is where I met my husband from St. Louis and why I'm here now.

Blanche Touhill: I see. Were there many women in the history courses in the junior/senior year?

Jo Beth Brown: I ended up having more classes in the Tulane...at that time, it was Tulane and Newcomb. It's all changed now. It's all Tulane University...but I had classes that were more boys...I guess you'd call them men but at the time they seemed like boys. We seemed like boys and girls, and I had more classes that were co-ed or primarily male just because of the classes I was taking probably and because of the time schedules. I didn't have the all-girl class after my freshman year. It was a good school. I was really glad to go there and really, from going there...my parents figured, when I went there, I would probably be going to leave Baton Rouge. I would be meeting people from somewhere else whereas if I'd have stayed in town, I would have met someone from there.

Blanche Touhill: Did your brother stay in town?

Jo Beth Brown: My brother graduated from LSU and he is still there now. He did leave for a while. He was in Kansas City for a while. He came to Washington University when I was there, when I was at law school at Washington University. My brother came for a year and got his graduate tax degree as LLM and worked in Kansas City for a while but he's back in Baton Rouge. He's a Louisiana boy.

Blanche Touhill: People speak highly of Baton Rouge.

Jo Beth Brown: It's a nice place to grow up. It's a nice size. It's a state capitol. It has LSU. It has really a great climate, a lot of really pretty areas. It actually got not so good after Katrina. When Katrina came, half of the population moved to Baton Rouge and it doubled in size overnight and couldn't support that. So they had a lot of growing pains but now...they didn't have infrastructure for that many people.

Blanche Touhill: Well, the schools weren't prepared and the roads weren't prepared and the houses, I suppose?

Jo Beth Brown: Yeah, it was a tough period of adjustment in Baton Rouge, actually more so now, it's changed, just...but now they've actually gotten the roads all going so I guess I'm getting off track but...

Blanche Touhill: No, it's interesting to know about other areas of the United States in the time that you were there. How did you like New Orleans when you were there?

Jo Beth Brown: I loved New Orleans and my husband and I just got off the alumni board at Tulane but we spent eight years going back there and doing things and [inaudible 10:19] Katrina and so we (had really?) seen New Orleans (go back?) which is interesting. New Orleans is a great place to go to college. I never really thought I would want to live there although it seemed more like a place...it's a great place for the weekend, although now, I think it's a better place to live than it might have been then. They have a really good public school system now which you wouldn't have expected but post-Katrina, they really...

Blanche Touhill: Is that due to the charter schools or is it due to the public schools?

Jo Beth Brown: The public schools are charter schools.

Blanche Touhill: Oh, okay. They are public schools; I understand that.

Jo Beth Brown: And Scott Cowan, the head of Tulane, was real big on getting the schools started again and they kind of came up one by one. It has a lot going for it now.

Blanche Touhill: And Tulane became more interested in linking with New Orleans, didn't they, as a result of Katrina or is that just...

Jo Beth Brown: No, no, it's true. Katrina changed New Orleans; it changed Tulane. It improved both in a lot of ways. But Tulane has a big connection with New Orleans now which is nice. It's good for the school. It's good for Louisiana.

Blanche Touhill: Does New Orleans have a lot of private schools?

Jo Beth Brown: Well, they do. Okay, I don't know so much after Katrina. I know when we were there...I did my student teaching at a school, Isadore Newman, which is very much like the MICDS in New Orleans, kindergarten through 12th grade and they have a large Catholic population so they have parochial schools and private Catholic schools. Now they probably have a good many private schools as well but they have charter schools and they have some good public schools too.

Blanche Touhill: And where did your husband go to law school?

Jo Beth Brown: He went to law school in St. Mary's in San Antonio.

Blanche Touhill: Oh, yes. So that's where you taught?

Jo Beth Brown: Yes, having done my student teaching at Isadore Newman which was one kind of school, I spent one semester teaching in a public school in New Orleans which was a total different world, a whole lot of different issues but when we went to San Antonio, I taught at a small Catholic school and I was the only non-Catholic lay teacher and it was a very lovely experience. The children were all lovely and...

Blanche Touhill: Was is an elementary or...

Jo Beth Brown: Yes, I taught 3rd grade which was...

Blanche Touhill: ...a hard grade to teach, actually.

Jo Beth Brown: It is but in a lot of ways, it was a good fit for me because the children are old enough to individually do things but they still are very enthusiastic about school. They think their teacher knows everything and they're..."Oh, you're beautiful" and "Oh, you know everything" plus, you're the only non-nun and so they think you're, you know, kind of cool, total different thing for them and I did it three years and really did love it. I intended the whole time to go to grad school after my husband finished and I was thinking of either something...education or social work but during his first year of law school...at the same time, my brother was in law school; he was just finishing and I just looked at some of his cases and looked and thought, I'm interested in law and thought, well, I could go to law school. I remember thinking about it and at the time, I was 24 and I remember being home and talking to my mother and saying, "You know, I think I might go to law school. What do you think about that?" and she goes, "Well, you know, I think you've lived through it with Bill and [inaudible 14:22] and you'd be very good at it." I said, "The only thing though is, it will take three years and I'll be 29 when I finish and that just seems so long. Maybe I better find a program that's just one year, because I've already had these..."...and she goes, "Jo Beth, think of your career, how many years you're going to work. If you start at 26 or 29, what difference does it make?" and I thought, oh, duh! Of course, you're right. So I did, I went home and talked to my husband and said, "What do you think about me going to law school?" and he goes, "Well, you know, we're coming to St. Louis..."...he was going to work for his dad...he said, "There are two law schools," and then he's thinking, "Oh, my gosh, I hope she gets in. She has two choices. I had the whole country to look at." But I had a very outstanding LSAT score so it wasn't a problem. I got in both and so it worked out really well.

Blanche Touhill: And which one did you choose?

Jo Beth Brown: Washington University.

Blanche Touhill: And were there many women in the class?

Jo Beth Brown: Yes, the year before me was 50% women.

Blanche Touhill: Really? And what year was that, roughly?

Jo Beth Brown: I started in the fall of '76 and finished in '79. So the year ahead of me was half women and my class was a third women. So the law school was a lot of women whereas St. Louis University was not nearly as many women and so when I looked at both schools...my father-in-law had gone to Washington University Law School and the campus looked a lot like Tulane University: same size; same kind of feel and they had so many women that I chose Washington University and it seemed...it was a very good experience. I really liked it.

Blanche Touhill: Did you feel that you had a specialty at that time or were you...

Jo Beth Brown: For a brief moment, I thought of doing a joint law and social work program which they had but you spend your first year in the law school and after the first year of law school, I dropped the social work idea. I thought, no, I just like law, and I liked corporate law.

Blanche Touhill: From the very beginning?

Jo Beth Brown: Yes, and after the first year of law school, you go work at a law firm.

Blanche Touhill: Oh, yes, okay.

Jo Beth Brown: You're an intern, you do an internship and they make it a very pleasant experience for you. You know, they have a lot of parties; you meet the law firm; you work in a lot of different areas and I liked corporate law.

Blanche Touhill: And in what firm did you intern?

Jo Beth Brown: At the time, it was Coburn, Croft, Shepherd, Sandberg & Phoenix. It's now Thompson, Coburn, is what's remaining of that. It merged with Thompson, Mitchell. But it was large at the time. Law firms are huge now because they're all joining in multi-city.

Blanche Touhill: How many were in the law firm in those days?

Jo Beth Brown: It was 29.

Blanche Touhill: Twenty-nine people, and I think Thompson, Coburn today must have 300 or...

Jo Beth Brown: Oh, yeah...

Blanche Touhill: ...at least.

Jo Beth Brown: And Thompson, Mitchell at the time was bigger. It might have been, you know, 50. I think Brian Cave was the biggest, maybe at around 60.

Blanche Touhill: In those days?

Jo Beth Brown: In those days, yeah. Now law firms are just huge. They're all...

Blanche Touhill: And they're in different parts of the country.

Jo Beth Brown: Yes, but 29 was...you knew all the lawyers and the firm hired 6 or 8 summer interns and so there was a body of people that you got to know well who were all out of their first year of law school.

Blanche Touhill: And they were from different law schools?

Jo Beth Brown: Yes.

Blanche Touhill: From around the country?

Jo Beth Brown: Yeah. There was one other from my law school and there was three or four from Harvard and one or two from the University of Missouri. You know, actually, I

think that was after my second year of law school. It was the second year when they had the big intern program. You can see now, that's been a while. I'd have thought I'd always know that. No, it was the second year and most everyone in the program was second year. There were one or two first year. I hadn't...

Blanche Touhill: So, when you went back, then you were more focused on corporate law?

Jo Beth Brown: Yeah. My husband and his dad did criminal law and divorce...family law and my brother, at that time, was in the Jag Corps and he was doing criminal defense work. That was not my interest. I liked the details of corporate: corporate securities. I liked doing appellate briefs. I know trial work is a lot of extroverts, generally. I'm an introvert so trial work was not my thing but I'm very detail-oriented and I liked making legal arguments and phrasing things. It's kind of like putting a puzzle together...so writing appeals and doing the logistics of corporate minutes and things, so what I liked.

Blanche Touhill: With your history background, would you put you in good stead for that.

Jo Beth Brown: Oh, absolutely.

Blanche Touhill: Because you knew how to research and you knew how to put the whole package together.

Jo Beth Brown: Yeah, and I've always thought I would do...I'm more comfortable organizing something in writing than that quick, think on your feet and do all that. That's not my thing. My father-in-law was an excellent trial attorney and my husband is very good at it too but my brother's expertise is more like mine, and after doing the trial work and the Jag, when he left and he got the graduate tax degree, his specialty is ARISA Law and Elder Law in Louisiana and he's very good at it. So we both had that finance...numbers, that whole thing, from our parents.

Blanche Touhill: Well, it was your mother's accounting degree.

Jo Beth Brown: Well, and my dad had finance companies...

Blanche Touhill: Oh, finance, that's right.

Jo Beth Brown: Yes, and my dad died when I was 19 so he was very encouraging but my brother and I ended up doing things very similarly, this kinds of law. I could do that...

Blanche Touhill: So, your mother was left a widow twice?

Jo Beth Brown: Well, three times actually. She's 93 and doing great but my dad died when she was 48 and she remarried at 72 and then he died about 10 years later. So she's been widowed three times.

Blanche Touhill: And she's always been able to take care of herself.

Jo Beth Brown: Oh, absolutely.

Blanche Touhill: I was going to ask, when she took accounting, what college did she go to for accounting?

Jo Beth Brown: LSU.

Blanche Touhill: And I don't imagine there were many women in accounting.

Jo Beth Brown: No, and her dad told her she needed to have something that you can support yourself on but something you like, and she really wasn't...her mother had been an elementary school teacher and that's not really my mother's thing, little children aren't really...teaching little children didn't really appeal to her. She really liked teaching accounting and then there was a business school that she taught in for a while and actually met my dad when he had come back from military service and was going to LSU. He was her teaching assistant. So they were both...both had previous marriages and were in their mid-twenties and met.

Blanche Touhill: And they had something in common?

Jo Beth Brown: Yeah.

Blanche Touhill: Common interests.

Jo Beth Brown: Yeah, and so she was 30 when I was born, 29 when my brother was born and so she was older than the parents of some of our friends. Of course, I had a child at 33 so it's just interesting, you know, kind of how...

Blanche Touhill: So you graduate from law school and then what happened?

Jo Beth Brown: Well, I had taken the job...at the end of my summer internship, the firm where you do your internship, between your second and third year, if they like you, they generally make you an offer and...

Blanche Touhill: For the next year?

Jo Beth Brown: Yes, for after you graduate and I liked it. I knew it. I liked the lawyers I was working with and so I told them, yes, I would be coming there at the end. So my third and last year of law school, I already had the job I was going to take at the end of the year, which I'm a planner, I liked that.

Blanche Touhill: Yes. How long did you stay with them?

Jo Beth Brown: Well, I only ended up staying a year. The summer that I was studying for the bar exam, so you graduate and then you study for the bar exam and you're working while you study but you take time off to go take the bar review course and all that. The firm split into three firms. The litigation section left and some of the corporate section left, so it really was not the same law firm that...it was kind of different. So my first year in practice there, it was a very different place than when I had started and at that point, I'm 29, feeling, oh, the pressure of, I'm getting old, and I need to get settled because I just like everything settled.

Someone called me and told me...Anheuser Busch was...well, a search firm, Anheuser Busch was looking for an attorney and it seemed to me that a corporation might be a better place to have children and a career than a law firm. So I thought, well, let me just go talk to them and see what it's like. So I'd been at my firm for a year and I went and interviewed at Anheuser Busch and was offered the job and it seemed like it would be a better fit for me long-term.

Blanche Touhill: Was that in the legal department or was it...

Jo Beth Brown: Yes.

Blanche Touhill: It was in the legal department?

Jo Beth Brown: The legal department. They were looking for two staff attorneys which is an entry level lawyer.

Blanche Touhill: And did they have women lawyers at that time?

Jo Beth Brown: No. Interestingly...the law firm had no women lawyers and the legal department had none. Both had had some but they hadn't stayed. So I was at the point in time where they were actively looking for women. If you found a woman who you thought was going to be a good fit, that was a big plus because, as a law firm, people looked at it and they should have women lawyers and theirs had come and gone and Anheuser Busch had had some, come and gone, and they had none and at the time I was offered a job there, there were two of us hired and we were both women and at the law firm, there were three women out of the six or seven lawyers that they offered jobs to and so I was not the only woman at either place. I was one of a few women there but they had both had women at times in the past but they...

Blanche Touhill: But you were the second wave?

Jo Beth Brown: Second wave. The first wave were people who left town. I mean, they didn't just leave the practice but they had been trying for a few years. It was that point in time where...it's 1979...1980, if you're going to be a world class law firm or a corporation, you need women executives and so it was a positive, to be one.

Blanche Touhill: So you went to work for Anheuser Busch and you were one of how many lawyers?

Jo Beth Brown: Just like law firms have gotten big, legal departments have. When I was there, there were probably about 16 lawyers...18, not a large number, much smaller than the law firm I was with, but there weren't a lot of lawyers whereas now, there are probably 50...60 there. So when I started, the legal department was divided into special areas and I was in the legal support for the operations area which was products liability and OSHA and regulatory and helping the operations department. I really was more interested in the other job that was open which was in the marketing area, marketing distributions and overall, I

would have rather been in the corporate section but I wanted to be at Anheuser Busch.

Blanche Touhill: So you got this job in the legal department and there were three different sections and you were sort of in the OSHA law and...

Jo Beth Brown: ...and products liability, which isn't the part of law I was most interested in but I did think a corporation would be a good fit for me and for what I planned for the future, which was having children.

Blanche Touhill: Well, especially if you're a planner and you get to know those laws, you can really become a specialist...

Jo Beth Brown: And you have to, pretty much, law is a specialty now. There aren't that many general practitioners in law. So, I'm at Anheuser Busch doing the products liability which I liked. It was interesting. OSHA was regulations and that was something I was more used to but after being there...I started in 1980, the summer of 1980 and after a year of doing that, I thought it would be good to see about a different section of law because that really wasn't the one that I wanted to do forever. So I talked and there really wasn't an opening but I thought, let me express my interest in doing corporate or even seeing what other opportunities there are at the company. At the end of 1981...so I had been there a year, a few months more than a year, I was asked, was I interested in interviewing to leave the legal department and go work in the office of the corporate secretary and that is corporate in securities law as well as some opportunity to do non-law things and I thought, yes, this actually sounds exactly what I like. So I interviewed for that and was offered that job and started there in the beginning of 1982. I stayed there, in that department until I retired in...

Blanche Touhill: So it did fit your...

Jo Beth Brown: It was a good fit. It was a perfect fit for what I liked to do and, interesting enough, it also added in, for my interest in social work and that sort of thing, part of the job was doing the charitable foundation community relations and said that, well, I can fit. Who would have thought you could fit corporate securities law with community involvement and it was both in that department. So it was a very good fit for me.

Blanche Touhill: Well, it was a happy marriage.

Jo Beth Brown: Yes, absolutely.

Blanche Touhill: Was this department headed by a woman?

Jo Beth Brown: No, not at that time. It's interesting though, in the history of Anheuser Busch up until that time, you would have had maybe four CEOs and four corporate secretaries. People kept the job and took it for a career because you learned the company and you learned how everything worked and your knowledge of the company was so useful.

Blanche Touhill: At the board meetings?

Jo Beth Brown: At the board meetings and as just knowing policies and all that. So the man I went to work for, John Hayward, had had the job, oh, probably since '68 and this was 1980 and he was a few years away from retiring and they wanted another lawyer to come learn the job but the person who had the job before him, Kathleen Siebert, was a woman attorney and the first female vice president at Anheuser Busch and she had started in the '30s and did it until the '60s.

Blanche Touhill: But she wasn't around anymore?

Jo Beth Brown: No, she was not there anymore but...

Blanche Touhill: But you knew her?

Jo Beth Brown: But you know of her because some of the same staff had worked for her. People kept in this department for a very long time and she wanted to meet me when I went...well, not at that point. She wanted to meet me after I took John Hayward's job but I guess I met her once before. She was glad I was there and she kept in contact with some of the staff and was excited to meet me and I had lunch with her several times and we used to laugh because she was a little person. She worked for a man, the man who had the job before her, and he encouraged her and sent her back to law school...

Blanche Touhill: What, did she go at night to law school?

Jo Beth Brown: Yeah.

Blanche Touhill: To St. Louis U, I guess?

Jo Beth Brown: Yes, and so she had this job for years, was the only woman executive of the company. Anheuser Busch was the first major company to have a female corporate secretary and so it was very interesting. You think of it being a very male-dominated world but they had her doing this very significant job but what was interesting is, when you go to the...you go to the board meeting; you do the minutes. They're signed generally by the chairman and by the secretary. Everything she signed in that capacity she signed "K. Siebert" so you did not see, looking at her record, the proxy statement, everything that it was a woman and I asked her why and she said, "Well, there was just thoughts from somewhere that perhaps it might not seem...you just don't want to call attention to, here's some unusual situation when a woman's doing the job." So everything she signed her entire career was, "K. Siebert." So she was an inspiration.

Blanche Touhill: She knew how to live in both worlds, a female world in a corporate society which was predominantly male.

Jo Beth Brown: Yeah, and they had an executive dining room and she did not go to it. She had her meal delivered. They made a restroom for her off of her office so that she just existed in her own space and John Hayward would say, "Oh, you think she's

so sweet to you but she's really mean" and I just laughed and he says... but she just had to be. She was by herself and in a capacity where she was the only woman executive and that's how she managed it.

Blanche Touhill: Was she a maiden lady?

Jo Beth Brown: She was a single mother. She was widowed.

Blanche Touhill: So she was supporting a child?

Jo Beth Brown: Yes, and so she was a pioneer.

Blanche Touhill: Yeah. You know, I should take that back about St. Louis U. I always think of St. Louis U as having the evening law school but in the '30s and the '40s, there might have been other law schools, private law schools [inaudible 34:12].

Jo Beth Brown: Yes, actually, it wasn't St. Louis University because I remember seeing it and wondering where she went and it's one that I don't know of so it was something there.

Blanche Touhill: Yes, it was something...and you generally, you could take the bar exam when you were sort of ready?

Jo Beth Brown: Yeah.

Blanche Touhill: So I think all that disappeared after World War II but...

Jo Beth Brown: That's probably right but anyway, she was a pioneer, for sure and so she was interesting. The last time I saw her, the first annual meeting of shareholders where I was the corporate secretary and doing the meeting, was in St. Louis and she had some of the women who worked for me who used to work for her bring her and she came up to talk to me afterwards.

Blanche Touhill: Isn't that nice. So she was at the meeting and then she watched you perform?

Jo Beth Brown: Yes, and she said she was so proud of me which was just so sweet.

Blanche Touhill: Wonderful, yeah.

Jo Beth Brown: So that was nice.

Blanche Touhill: Were you a little nervous when you went to your first meeting as the secretary?

Jo Beth Brown: The shareholder meeting, yeah, I was, because it was at the Fox Theater and there's thousands of people and it's the first time. You're nervous about something and...

Blanche Touhill: And you were on the stage probably.

Jo Beth Brown: Yeah, you're up on the stage and with the shareholder meeting, the vote is all done ahead of time. The main thing is writing the proxy statement, but there's this change someone's going to ask you questions and they did. Someone

comes up and says, "I want to know why I got the proxy statement in the ballot for someone else," and I thought, okay, well, male problems perhaps but...and I thought, okay, think fast, you know, and I said something like, "Well, I don't know why you didn't get it but of course, you've gotten the follow-up because that was mailed out for the ballots who don't come back in," and he goes, "Oh, yes, I did get that," and, okay, we handled that. But it was a big deal and I was nervous. You know how...I don't know if it's everyone but you have that dream where you're in college, you wake up and you need to go take the...you can't get into the room to take the final exam and, for some reason, you never remember to go to the class and it's this panicked feeling of, I have to get there or I'm not going to graduate. Well, mine for years was, I show up at the annual meeting and we're in the front and I remember I forgot to do the mailing and so we have no votes and so it's my own little version of that. Since I've retired, I have not had that, but it's, you know, that panicked feeling.

Blanche Touhill: Well, it's so important because it is your responsibility and so much depends on it.

Jo Beth Brown: Yes, and it does.

Blanche Touhill: Yes, it does.

Jo Beth Brown: And it's a lot of work but, again, I'm detail-oriented so that's what I thought I was good at and liked doing.

Blanche Touhill: Well, I met you when I was asking for money.

Jo Beth Brown: Yes, which was a lovely part of my job. I totally enjoyed that, the involvement with the community which generally, as a lawyer specialized in something, you don't have that and so it was a nice balance for me, of law and non-law.

Blanche Touhill: What other groups did you give money to in St. Louis?

Jo Beth Brown: Oh, Anheuser Busch gave money to everyone, really, all the big cultural institutions, the education institutions and then a lot of small organizations. Education was our main thrust so we had a lot of organizations involved with education; not as much arts and culture as health and human services and education. So it was a wonderful way to get to know what was going on in the community and have the ability to steer things to things that I thought were good and it was...I enjoyed it.

Blanche Touhill: Well, Anheuser Busch was such a St. Louis-focused institution. I know it was a worldwide company but it was so rooted in St. Louis. I think people loved Anheuser...

Jo Beth Brown: Yeah, Anheuser Busch- St. Louis in the world. Probably 30% of our total was in the St. Louis area which is a lot, yeah.

Blanche Touhill: Did you travel when you were giving money a thousand miles away? Did you go or did you have people in your office...

Jo Beth Brown: Mostly people visited my office and we also, of course...Anheuser Busch had representatives all over the country and so we would have local people who could interact with organizations. So there were people in local communities for that. I didn't travel for that.

Blanche Touhill: Did your grants come through the local area and then they came to the central office?

Jo Beth Brown: They could make recommendations. The money all came from St. Louis, from the foundation and from corporate funds.

Blanche Touhill: You didn't have a review committee in Omaha; you had...

Jo Beth Brown: A few communities where we had a big presence had their own committees who made recommendations to the over-arching committee. Williamsburg had their own committee because Anheuser Busch had the brewery and had Busch Gardens and the Kings Mill property. So they had a big presence, a big piece of Williamsburg and so they had a committee that made recommendations and everywhere we had breweries, the plant managers made recommendations of things they wanted to do in their own community. Anheuser Busch was very big on being involved in every community where they were located.

Blanche Touhill: Of course. They really built that support. I know that when the company was being sold, it was really raised where the American working man's brew should be owned by a foreign company.

Jo Beth Brown: And of course, now, all the large brands are owned by foreign companies.

Blanche Touhill: Every large brand in the United States is owned by...a beer company, is owned by a foreign company.

Jo Beth Brown: Yes. Miller is owned by South African Breweries, SAB-Miller. Coors is owned by Molson of Canada. So, the big three are all owned by non-U.S. companies.

Blanche Touhill: When those other companies sold, did the public react? It seemed to me that when Anheuser Busch was going to be sold, the public all over the country seemed to react.

Jo Beth Brown: There was. It was kind of a grassroots thing in various places. I mean, the truth is, the beers are still brewed in the U.S., the U.S. beers but it's, like, "Oh, this is a big surprise; we don't like this" but it's true, all of the big brands, none of them are U.S. owned anymore. But they're still U.S. brewed and it's...

Blanche Touhill: What else did you do as the corporate secretary? You kept the minutes; you made sure the votes, the proxies and all those big statements were correct and you probably had to interact with the SEC or...

Jo Beth Brown: Yes, my office did all of the SEC reporting and had...the other bigger piece of what we did was the stock shareholder relations, not the meeting with analysts. That was done through the finance department but individual shareholders, shareholder services, you know, shareholders had questions about things and my office administered the stock option program.

Blanche Touhill: Oh, yes, for your own people?

Jo Beth Brown: Yes.

Blanche Touhill: What percentage of the people at Anheuser Busch bought stock?

Jo Beth Brown: Oh, well, through their 401K plan, pretty much everyone owned stock and for years, advise boards always don't have so much of your wealth tied into your employer stock because that would be the wise investment advice but everyone who worked for Anheuser Busch, it worked out well for because, by the year stock became so valuable with the takeover, but our union employees owned stock. Virtually every employee was a stockholder because of your 401K, your match was always given in (AB?) stock. So all of our employees were shareholders and then we had the other shareholders.

Blanche Touhill: Well, maybe that's one of the reasons why they were so loyal.

Jo Beth Brown: They were very loyal. They were stockholders; they were very loyal and they truly...most everyone who worked at Anheuser Busch believed Anheuser Busch made the best products so they were ambassadors for the product.

Blanche Touhill: Yes, they were.

Jo Beth Brown: Every employee...

Blanche Touhill: And it seemed to me that it was like Southwestern Bell, and probably Monsanto and Emerson, there were generations of people who worked for those companies in St. Louis.

Jo Beth Brown: Yes, there were and it was a very loyal employee base and they did things like, every employee would get a charge card you were encouraged to go to, to a local bar and buy product. If someone's drinking something else, say, "Can I buy you a Budweiser," and you'd take that down to the employee level. I don't know which of these programs they still do or not but it was a great company to work at because pretty much everyone thought it was the best place to work and during the time I was there, you had Sea World; they owned the Cardinals for a while. It was an exciting place to be.

Blanche Touhill: Well, actually, the Cardinals would make your local spirit even stronger...

Jo Beth Brown: Yeah.

Blanche Touhill: And when Mr. Bush would ride around, and the Clydesdales were a very important symbol.

Jo Beth Brown: Yes.

Blanche Touhill: And the tours?

Jo Beth Brown: Yes, so it was a great place...

Blanche Touhill: It was a friendly place.

Jo Beth Brown: Mm-hmm.

Blanche Touhill: Well, you were lucky you found a good match, weren't you?

Jo Beth Brown: Absolutely. It was a good company to be in and getting into that position was a...I felt like it was a good fit for what I was good at and what I enjoyed doing and always having the variety of new things and not being all law. I don't know that I would have enjoyed being an outside lawyer and just being so narrow because I enjoyed the other things that actually kept me from being quite as introverted as I used to be.

Blanche Touhill: I think the interesting thing is, law is so broad. You can do so much with it that it's really a great degree to have.

Jo Beth Brown: It is. I mean, it's a lot of work to get one but it's not limiting. It changes your thought process and it makes you very analytical and it's a good background for doing a lot of things. Anheuser Busch had a lot of areas of the company where lawyers were working, not just in the legal department.

Blanche Touhill: That's right. If you had been born...well, we talked about that...50 years earlier, you might have been able to get a job. What...

Jo Beth Brown: Yeah. I mean, my grand...

Blanche Touhill: Would you have gone to law school?

Jo Beth Brown: I don't know. My grandmother and all her sisters went to college. No one went to law school. So, from my family, you would have gone to college. Teaching was a good profession for women so I don't know. It was a different world but I might have.

Blanche Touhill: I guess what I'm asking is, could you have been Kay?

Jo Beth Brown: She had someone who really encouraged her. So she was in the job working and I would have been because I just think that's what I would have done. It would require that mentor relationship at that point in time, to say, "Go do this. There's something to come from it," because I know women lawyers finishing much later than that were not offered legal positions. You know, you've read too many stories and heard people that, they were finishing and there really weren't any law positions for them. So, it would have been more likely to happen if you were at a corporation to start with and I don't know because I didn't go looking for a corporate job. I was lured by a headhunter. So opportunities weren't there but who knows? I mean, if you're in...it depends on

where you are and who's influencing you and where you go from there but I'm not from a family that grew up working at Anheuser Busch so I wouldn't have been there. So I don't know that...it's unlikely that I would have been K. Siebert but...

Blanche Touhill: Did you get some award in your life that you really sort of take a special pride in having received, or a couple of awards?

Jo Beth Brown: The YWCA Leader Awards because the first year they had the event, Anheuser Busch was a major sponsor and I remember being there and listening to these women getting the awards and thinking, oh, how impressive they are and how varied and then a few years later, I got it and I was like, oh, this was...I remember those women talking about what they had done and now here I am, getting it and it was interesting.

Blanche Touhill: I feel the same way about that award. I got it too and I went to one of the early award ceremonies and I thought, how clever the Y was to instigate that because prior to that time, the awards were really...like the St. Louis Women of Distinction, volunteer.

Jo Beth Brown: Volunteer, and this was for business.

Blanche Touhill: These were professional people, yes, and I thought they were so brave to do it and they had a very good crowd, but now, it must be a huge...and they must have 11 or 1200 people at their lunches.

Jo Beth Brown: It's huge. Anheuser Busch was an early sponsor and then I received the award. I was excited and one year I chaired the luncheon and that year we really expanded, how many people we got to come and it was a very good thing for the Y and just having been there the first time (here in the years?) and then to come back and get it, it really kind of touched me.

Blanche Touhill: I thought they deserved a lot of credit but you know, now that you think about it, it's interesting that Anheuser Busch was one of the first sponsors. Did you do that too?

Jo Beth Brown: I was in a group...

Blanche Touhill: ...that did that?

Jo Beth Brown: Anheuser Busch, early, had a Women in Business network and this was one of the things the Women in Business network said we should do and so it was a group of, like, 10 women...10 or 12 women and we said, "Yes, this is important. Let's get a table" and someone...and there were different price ranges of tables and I don't know the numbers but maybe one was \$1000 and one was \$5000 and one was \$10,000 and so we were a group of women and we said, "Okay, but let's get the \$1000 table," and another woman in the group who was in the corporate communications said, "Okay, you're thinking too small. This is Anheuser Busch. If we're going to buy a table, we need to buy the most

expensive table because that's Anheuser Busch's role in this community. You're not thinking broadly enough." We thought, "Well, absolutely, you're right. Let's just ask for this the first time" because we had never done it and so that's why we were a major sponsor.

Blanche Touhill: Well, they listened to you, which is wonderful.

Jo Beth Brown: But it was...yeah, I mean, I'm actually...when the group recommended that we buy the table, the people we were recommending it to said, "Oh, sure, of course, if you're going to buy a table, you're going to buy...that's our role." But we were thinking too small and that was interesting.

Blanche Touhill: Yes, that is interesting because, as you move up the ladder, you have to think more broadly.

Jo Beth Brown: Yeah, and years later, I had made a proposal to the CFO who I reported to that we should have a group of women executives...because we had a good many by that point...make recommendations of women's organizations the company should support, sort of like a mini contributions committee and to make sure we're representing not just my interests but everyone's and I had a proposal that we take the top seven, eight women in the company and do this and he said, "Well, Jo Beth, if you're going to get these women together, there might be other things we want to do too. Let's not limit it to that." I thought, once again, I'm not thinking broadly enough and so we did. We had executive women task force that made and made some recommendations on broader ranges of things.

Blanche Touhill: Well, you were smart enough to know a good idea when you...

Jo Beth Brown: Exactly, exactly.

Blanche Touhill: And you enjoy the International Women's Forum meetings?

Jo Beth Brown: Oh, I do. I...

Blanche Touhill: Or the dine-arounds, as you...

Jo Beth Brown: I love it. A woman who left town shortly after she asked me to...suggested that I join, Cassandra Carr, who left right after that to go to Dallas...or Southwestern Bell, that must have been San Antonio...said, "Oh, you should join this." I said, "I don't need an organization." She says, "No, you'll really like this. It won't be like any other one you've ever joined," and I thought, okay, well, I'm not sure about that but I went and it was and it is and I've enjoyed it. I don't get to that many things right now because I'm gone a lot but I know any time I'm here and go, I'm going to have wonderful conversations with the most interesting women and you can just pick up anywhere. You could have not seen them for a while but you know the ones you want to see again and then the new ones, and they're all going to be interesting. It's not an organization where you go to lunch and everyone passes out their cards, from people selling real estate, you know?

These are people that don't want anything from you or need anything out of other than great conversations and things you can share with. So I've loved it.

Blanche Touhill: Now, tell me, when you told the people at Anheuser Busch you were pregnant, how was their reaction?

Jo Beth Brown: Well, I adopted so they didn't really have nine months to think about it. I came in and said, "I'm going to be getting a baby in the next two weeks" and...

Blanche Touhill: Oh, oh.

Jo Beth Brown: So they were wonderful, of course. They said, "Oh, that's so exciting and what are you going to do?" and Anheuser Busch had no adoption policy for staying home at the time and then they did, several years later but at the time, generally maternity leave was based on the health of the mother and, of course, when you're adopting, you don't have other than lack of sleep, any health issues. So what they agreed was, the man I worked for called the head of human resources and said, you know, "Jo Beth has this much vacation. She has two or three weeks' vacation and beyond that, I think she can do her job from home" and so I had five weeks and I did keep up with things from home. People brought me papers and I did them but they were very accommodating and...

Blanche Touhill: Well, how wonderful.

Jo Beth Brown: It was. It was great, but no, they had no...oh, and then, men can say some of the goofiest things. Right after I'd been gone for six weeks and we went to a party and this man who I didn't know very well said...I was talking about the baby and he goes, "Oh, you know, and you never even looked pregnant" and I said, "Oh, really?" "Yes," he goes, "You know, I know some women can't disguise it. You did a great job." Okay, like I could disguise this. So it was kind of funny.

Blanche Touhill: Was it a boy or a girl?

Jo Beth Brown: A boy.

Blanche Touhill: And is he a lawyer?

Jo Beth Brown: No, he's 29 and he works for Anheuser Busch in the field, sales and marketing. He's an extrovert. He's more like his dad. He's an extrovert and he's doing sales and marketing at Anheuser Busch.

Blanche Touhill: Well, that was a department that you wanted to work in?

Jo Beth Brown: I wanted to do the legal work for that group. I didn't want to be out selling beer. I didn't want to be (called it?) but, oh, our son loves it. He's very good at it.

Blanche Touhill: What does your mother think about your career and your family?

Jo Beth Brown: Oh, she is so proud of me and she just thinks that I did a great job with the career and being a mother. She thinks I was better at it than she was.

Blanche Touhill: How nice.

Jo Beth Brown: Because I like children more than she did, but no, she's very proud of me. As a matter of fact, when I first became corporate secretary and on the stock certificates there's the CEO's name, the chairman's name and the secretary's name, she took her stock and got one share of stock for everyone to know and gave them to them for Christmas because it has my name on it.

Blanche Touhill: Isn't that wonderful. That's a marvelous story. And did you sign it "Jo Beth" or did you sign it, "J.B."

Jo Beth Brown: "Jo Beth G. Brown."

Blanche Touhill: Well, thank you so much for coming today. It was a wonderful conversation and you've had a great life and thank you very much.

Jo Beth Brown: Thank you.