

FRANK TUGWELL



THE WINROCK INTERNATIONAL YEARS



I'm Winston, Frank's wingman... err wingdog.
This is me as a young pup. Those were the days. How cute, eh?

As you know, there's usually a pretty good human companion behind every great canine, so what better choice than me to tell some of the story of Frank Tugwell's time at Winrock International?
I know what you're thinking. But just go with it, okay?



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This book is by Winrock International people: staff around the world who are on the front lines of development, Board and Council members, donors and partners, and colleagues and friends.

It is a way of saying thanks to Frank Tugwell for a job well done, his leadership, hard work, commitment to excellence, and much more.

Here's how I see it, and I'm not just saying it because he keeps me in kibble.

Frank's contributions to Winrock will be felt long after he sails into the sunset, no pun intended. There are five good reasons, from my perspective.

First, he's surrounded himself with excellent people. He would be the first to tell you that smart, enthusiastic individuals who have good ideas and an entrepreneurial spirit make all the difference. Of course it goes without saying that a special dog in your camp helps, too.

Second, he's an idea man. He likes to try new things and see if they work. He's the one who announced the knowledge portal. I wasn't around then, but I heard when the email came out in Arkansas people were yelling out of their offices, "What's a knowledge portal?" He also came up with the concept of Strategic Initiatives to define a way new project concepts could be tested.

Third, Frank is all about alliances that make sense - when joining forces creates a stronger organization. The launch of the American Carbon



Registry is a good example, that opened the door to addressing the growing interest in carbon emissions tracking and reporting.

Fourth, he dreams big - dollars for development work that is. Securing funding is a game of strategy, wits, and know-how, in addition to outstanding concepts. It was clear that for Winrock to grow and be able to accomplish more, it was going to have to win large projects or remain the same size. That meant thinking differently about new projects and the whole proposal process. It was no easy feat, but thanks to countless people working as a team, some amazing success has come Winrock's way. The end result - more funding, institutional growth, and projects that reach more people. That's what it's all about.

Fifth, embracing organizational change is a concept he endorses. With all Winrock's complex operational processes and infrastructure, that hasn't stopped Frank from taking a hard look at what works and what doesn't and making a change if it will bring improvements. He challenges and empowers people to stretch beyond their comfort limits and walk with him into new territory.

Finally, when it comes down to it, Frank is just Frank. He's just a good guy. Did you know he can wiggle his ears? I think that's important, but no one else does.



Frank Tugwell joined Winrock in 1989 and was project director for the BEST program - Biomass Energy Systems & Technology - a big renewable energy project, back in the day when the Arlington office was located near the Metro stop in Rosslyn.

In early 1993, he became vice president for Programs & Global Projects. Later that year he was lured away by the world of catsup to become the executive director for the Heinz Endowments in Pittsburgh.

Time passed, and he rejoined Winrock in 1999 as president and chief executive officer. He has the distinction of being the longest standing president and the third in line behind Winrock's founding president Robert D. Havener and Dr. Robert L. Thompson. By the way, Frank's a PhD too, but you can still call him Frank.



Frank's contributions aren't exclusive to international development. He likes green buildings because he knows they are good for the people who work in them and good for the environment. Energy efficiency is a priority too, which keeps the budget in check.

A milestone of Frank's leadership remains the move of headquarters operations in Arkansas from Petit Jean Mountain to a new, green building in Little Rock. It was no small task, not only because that meant digging out from under years of accumulation, but also because it was going to be a significant change in the lives of Arkansas staff and the profile of the organization.

When completed, Winrock's new facility was the 70th LEED (Leadership in Energy and Environmental Design) Gold rated office building in the U.S. Under his leadership, the office in Arlington moved to Crystal City and into an existing facility that was renovated to meet green building standards and earned a LEED Silver rating.

