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Regional Cultural History Project

Herbert Bismarck Foster

THE ROLE OF  
THE ENGINEER'S OFFICE IN  
THE DEVELOPMENT OF THE  
UNIVERSITY OF CALIFORNIA CAMPUSES

An Interview Conducted by

Amelia Roberts Fry

Berkeley

1960





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1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that proper record-keeping is essential for transparency and accountability, particularly in the context of public administration and financial management.

2. The second part of the document outlines the various methods and tools used to collect, analyze, and report data. It highlights the need for standardized procedures and the use of modern technology to ensure the reliability and accuracy of the information gathered.

3. The third part of the document focuses on the role of the reporting officer in ensuring that all data is correctly recorded and that any discrepancies are promptly identified and resolved. It also discusses the importance of regular audits and reviews to maintain the integrity of the reporting process.

4. The final part of the document provides a summary of the key findings and recommendations. It stresses the need for continuous improvement and the implementation of best practices to enhance the efficiency and effectiveness of the reporting system.

## INTRODUCTION

This tape-recorded interview with Herbert Bismarck Foster, conducted in 1960, was aimed at two historical targets: one the portrayal of life in the University of California as it grew from a simple Berkeley campus to a many-appendaged educational system, the other a reconstruction of two rather intriguing nineteenth century figures of the West, the parents of Mr. Foster.

About the same time that Mr. Foster's mother was jogging in the packsaddle of an ox from Winnipeg, Canada, to Fort Walla Walla with her famous father, James Sinclair, Mr. Foster's father, Hugh Foster, was fleeing Germany and threatened conscription in the Prussian army with boyhood companion Henry Miller. The ship he grabbed happened to go to Australia, and from there on his life was adventure incarnate: gold prospecting in Australia, running a stage company during the California gold rush, speculating in the Comstock, exploring the Amazon, heading the Pacific Union Club in San Francisco, and finally "settling down" to act as adjustor for the San Francisco Board of Trade.

A graph of his own erratic financial history would make this nation's fluctuations appear tranquil and smooth. But the sustaining thread through it all is his friendships: there were Levi Strauss, Adolf Sutro, Daniel Meyer the banker, James Fair, and Henry Miller the rancher. There



is also a brief but explosive encounter with Samuel Clemens, and a supreme disillusionment with Michael DeYoung.

Herbert Foster tells here about pre-earthquake theater in San Francisco, then takes us to the University of California where he shows how a boy with no parental subsidy but considerable agility could juggle enough part-time jobs to get through to his degree in the early 1900's. In manhood that boy becomes the University engineer, and it is this role that enables Mr. Foster to show us the vital personal interest in the University by the Hearsts up north and the Scripps down south that was lavishly translated into dollars for the University's needs. Mr. Foster also enables us to learn of the insistence by the South for a university, to witness the enormous human resources pooled to provide its physical beginnings, and to marvel with some nostalgia at the seeming simplicity with which early decisions were made in setting the first layouts of a great university.

Like nearly all research, this interview has its serendipity--the part played by Mr. Foster as engineer for the Bear Gulch Water Company and later for the East Bay Water Company in proposing solutions to the water shortages then plaguing the East Bay.

Mr. Foster proved a willing subject for the interviews, most of which were held in his Berkeley home. In the sedate and spacious stucco house overlooking the Bay,



one can see reflections of his sustained interest in the University--photographs of campus scenes and persons, a stack of papers here and there denoting his personal records and writings about the physical development of the University. A vigorous man who loves to fish and camp in the state whose map he could almost draw with eyes closed, he is the devoted admirer of all the neighborhood small fry, whom he furnishes with toy guns, swords, bird houses, and put-together toys from his basement workshop. In fact, nearly every interview was interrupted with a small voice at the door, "Isn't it time for our tea party?"

The typed interviews were edited only for chronological order and for ambiguities which are inevitable when the spoken word is directly transcribed. Mr. Foster had written out part of the section on his father beforehand, and this was put into the transcript verbatim with questions inserted to keep consistent the interview medium. Mr. Foster went over the typed copy for any additions or corrections to be made before the final typing.

To add to its value as a historical document of the University, Mr. Foster's own written story of the birth of the "Big C" and his accounts of the development of the University Athletic Fields have been appended.

The first part of the report is devoted to a general survey of the situation in the country. It is followed by a detailed study of the economic situation, which shows that the country is suffering from a severe economic crisis. The main causes of this crisis are the overvalued exchange rate and the excessive expansion of credit. The report also discusses the social and political situation, and concludes that the country is in a state of deep crisis and needs urgent measures to be taken.

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Conducted by the Regional Cultural History Project under the academic supervision of Professor Walton E. Bean and the administrative supervision of the Librarian of the University of California Library, this interview was part of a series done for the Centennial History of the University of California.

Amelia Roberts Fry  
Interviewer

Regional Cultural History Project  
University of California General Library, Berkeley

September 15, 1960

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## FAMILY

### Mother, Mary Sinclair

Fry: Since your maternal grandfather was James Sinclair of the Hudson's Bay Company, perhaps you would like to begin by telling some of the family stories about the party he led across Canada to Fort Walla Walla in 1854.

Foster: Well, my mother, Mary Sinclair, was about four and a half years old at the time they all left. Her little sister Jennie was only about a year and a half. It is this sister Jennie who tells about a trip she later made east in 1923 to see an old half-sister who had kissed her goodbye and pinned a new bonnet on her as she was put in the packsaddle of the pack train at Fort Gary--now Winnipeg, Canada.

Fry: Wasn't there a wagon train?

Foster: No. It was all done on horseback and pack animals; like most of those trips out in those early days, they could not take wagons because there was no road. In places where the brush and timber were thick, they would have to cut the brush and trees down so the wide-horned cattle could get through.

Fry: Oh, they used longhorns then?



Foster: Yes.

Fry: And although they were going on the trail----

Foster: Well, I was just going to mention that there was really no established trail. They would go just in certain directions. They made their own trail mostly as they pursued their journey.

Fry: Oh, I see. Well, your grandfather James Sinclair had gone a few years before, hadn't he?

Foster: He had been west on several trips previous to this one particular trip in 1854; he had made many trips starting in 1830. He is known as the pathfinder of the Hudson's Bay Company.

Fry: And he was more or less the leader of the party, wasn't he?

Foster: He was the leader of the party. Yes, he was in charge of the party.

Fry: Did your mother remember very much of this?

Foster: Oh, I had heard some tales. I don't recall too much. You see, James Sinclair, after his education in Edinburgh, Scotland, returned to Fort Gary; he took up the fight for free trade and individual liberty and reasonable government for those trafficking in furs.

Fry: In Canada.

Foster: In Canada. And he was the accepted leader of this movement. And he carried it on with much sacrifice to himself. He even took the fight to the throne and



Foster: Parliament in England. It is mentioned in the records-- "even to the steps of the throne." And that's how he got the name from Bryce--the title of "The Hampden of Red River". My cousin tells about it in a paper in Bancroft Library there at the University.

Fry: Do you know what this "free trade" refers to? Did he want fewer restrictions by the Hudson Bay Company?

Foster: He wanted fewer restrictions by the Hudson's Bay Company so the trappers had a freer hand in their dealings with the Indians and with the American trappers that were coming up into that country. There was the fight with the Astor Company and with the American Fur Company. Then also the independent American trappers that were coming up into that country.

Fry: What were the restrictions? Do you know?

Foster: No.

Fry: They were governmental?

Foster: Yes. Governmental in the way that they were placed by the Hudson's Bay Company, which had originally received the grant from England.

Fry: Now, when your mother was in Walla Walla she went to school and completed her schooling at a missionary school, is that right?

Foster: I think it was a Methodist convent at The Dalles on the south side of the Columbia River in Oregon.

Fry: That was around 150 miles away from Fort Walla Walla?





Foster: It was probably 100 miles downstream from Fort Walla Walla. At her father's death she continued her schooling there and she was there during the time of the Civil War. I had heard her relate stories that the students within the walls of the school would listen for the town crier to come by to report the news of the Civil War activities. Incidentally, I heard my mother say that Ulysses S. Grant was stationed by the United States in some of the forts and areas in the North and lived for a time at Fort Walla Walla.

Fry: Before the war?

Foster: Yes, she had mentioned that she and her sisters used to sit on his knee; he was very fond of children.

Fry: He lived right in the Fort Walla Walla, then.

Foster: Both Walla Walla and Fort Vancouver.

Fry: You say that after her father was killed by the Indians, your mother went ahead and finished her schooling. Did she continue to live at Fort Walla Walla?

Foster: I don't think so. I think after she finished her schooling she got a job with the school department of Multnomah County, Oregon, and taught in the Portland schools. I have in my records her first teacher's certificate for teaching in the Portland schools. It is dated December 4, 1870, and signed by E.C. Anderson,

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that proper record-keeping is essential for ensuring transparency and accountability in financial operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent data collection procedures and the use of advanced analytical techniques to derive meaningful insights from the data.

3. The third part of the document focuses on the challenges and risks associated with data management. It identifies common pitfalls such as data loss, corruption, and unauthorized access, and provides strategies to mitigate these risks through robust security measures and backup protocols.

4. The fourth part of the document discusses the role of technology in modern data management. It explores how cloud-based solutions and automation tools can streamline data collection and analysis processes, improving efficiency and reducing the risk of human error.

5. The fifth part of the document addresses the ethical considerations surrounding data collection and analysis. It stresses the importance of obtaining informed consent from individuals whose data is being collected and ensuring that the data is used only for the intended purposes.

6. The sixth part of the document provides a detailed overview of the data lifecycle, from initial collection to final disposal. It outlines the key stages and best practices for each stage to ensure the integrity and security of the data throughout its entire lifespan.

7. The seventh part of the document discusses the importance of data governance and the role of a data governance framework. It explains how a well-defined framework can help organizations establish clear policies and procedures for data management, ensuring compliance with relevant regulations and standards.

8. The eighth part of the document focuses on the role of data in decision-making. It highlights how data-driven insights can inform strategic decisions and improve operational performance, leading to increased productivity and competitive advantage.

9. The ninth part of the document discusses the future of data management and the emerging trends in the field. It explores the potential of artificial intelligence, machine learning, and blockchain technologies to revolutionize data management practices and unlock new opportunities for data-driven innovation.

10. The tenth part of the document provides a concluding summary of the key findings and recommendations. It reiterates the importance of a holistic approach to data management, encompassing technical, ethical, and organizational aspects, to maximize the value of data while minimizing the associated risks.

Foster: county school superintendent.

Fry: Do you remember any of her teaching experiences?

Foster: Her teacher's certificate certified that "Miss Mary Sinclair is of good moral character" and that she had passed an examination in the following branches: orthography, reading, writing, geography, English, grammar, mental arithmetic, written arithmetic, mental algebra, modern history, and teaching.

Father, Hugh Foster

Fry: I believe you mentioned to me once that your father came from Germany. What was his name?

Foster: Hugh Foster. Perhaps it was "Forester" in Germany. I don't know very much about his family, except that he was born in Magdeburg, Germany in 1830. One of his boyhood playmates was a Henry Miller, son of a butcher. When the two boys were nearing the age when they would be forced into compulsory training in the Prussian army, they decided to run away from home, and Henry Miller got passage to the United States and finally got to California and the Pacific Coast, and of course started a butcher shop in San Francisco. With a butcher shop he needed cattle and sheep, so naturally he began to acquire ranches when he could. When I



Foster: was a boy he and his partner Lux owned or operated over 3,000 acres of ranches.

But my father, in running away from home, got on a boat that took him to Australia. I have often heard him say that in those days in Australia one always had to be on the alert for thugs. He said that when he was working and he was accosted, he would turn and knock the man down and then ask what he wanted.

And my father could probably do just that, too. He was a very powerful man. At least that is the way I remember him from my boyhood. His chest and arms were heavily covered with hair--and he was a six-footer and must have weighed 190 or 200 pounds.

Fry: What did your father do in Australia for a living?

Foster: He was a gold prospector. He often told me that it was his mining partner who found the largest gold nugget ever found in the world. In fact, in 1959 I located a gold nugget exhibited in the Mining Exhibit in the Ferry Building in San Francisco, but the name of the discoverer was not given; it was named "Welcome Stranger", and was found at Mohagul, Victoria, Australia on February 5, 1869 and weighed 2516 ounces Troy and was valued at \$46,428. It was the largest nugget of gold of which there is authentic record.

Fry: Was it his interest in gold that led him to San Francisco?

• 1990年10月1日，中国开始实行《中华人民共和国收养法》。

• 1991年，中国开始实行《中华人民共和国婚姻法》。

• 1994年，中国开始实行《中华人民共和国收养法》。

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• 2015年，中国开始实行《中华人民共和国收养法》。

• 2016年，中国开始实行《中华人民共和国收养法》。

• 2017年，中国开始实行《中华人民共和国收养法》。

• 2018年，中国开始实行《中华人民共和国收养法》。

Foster: Yes, he came in the early fall of 1850. I don't believe he did much actual mining, however; he was always interested in horses, so he went into the transportation business.

Fry: You mean a stagecoach line?

Foster: Yes, hauling passengers and freight to and from the mining areas in California. I don't know what the name of his company was. One line, I remember, was from the lower Sacramento Valley into the Sierras to the gold country via Valley Springs, San Andreas, Mokelumne Hill, Jackson, Sutter Creek, Placerville, Grass Valley, Nevada City, and then to Columbia and over the Sierras. There was another San Andreas branch that went from there to Fourth Crossing, Angels Camp, Vallecito, and Mariposa and on in that direction. Later on in the sixties he had a hand in the new line from Redding to Oregon--there was gold along the Trinity and Klamath Rivers then--and this original route between California and Oregon was used until the highway over the Siskiyou Mountains via Yreka and Weed was constructed. Then there was also another branch of that which went down the Klamath River to Happy Camp, and apparently my father drove this route for several years.





Foster: There were a number of those little stage lines that sprang up about that time, or later. My father's must have been one of nearly a dozen.

Fry: You said once that your father would take you on trips occasionally up on his old stagecoach trails and tell you some stories there of all sorts of interesting people: Black Bart, and Joaquin Murrietta...

Foster: Well, particularly Black Bart--or Bolton, which was his real name. But my father and he became very close friends in San Francisco in later days.

Fry: Did you meet him too?

Foster: No, although I had been informed by an old judge in Calaveras County that Bolton was sent up from Calaveras County to San Quentin in 1880, but was released about 1885 and soon after died.

Fry: So he died right after you were born. Well, can you add any to the Black Bart lore?

Foster: No, no new stories about him.

Fry: Did your father keep this stagecoach line for several years?

Foster: Yes - during the fifties until the Comstock boomed. Then for awhile he was in Virginia City and the Comstock, in the sixties.

Fry: Was he engaged in mining there?

Foster: I am not sure just what he was doing there. I remember





THE HILLSIDE GANG  
INSTIGATORS OF THE "BIG C"



Foster: he mentioned doing some reporting on mining properties somewhere in the fifties or sixties.

Fry: Someone told me that your father knew Mark Twain in Virginia City. Do you have any "Twainiana" to pass along?

Foster: Well, he often told one story about Mark Twain. My father was only about five years older than Samuel Clemens. He said Clemens was an avid practical joker, and one night in Virginia City, as Clemens came out of the newspaper office of the Territorial Enterprise, he saw a large wooden packing case on the sidewalk in front of the office. The boys were whooping it up in the saloons across the street, probably the Silver Dollar or the Bucket of Blood. Clemens stretched a string or wire across the street to the opposite sidewalk and then hid in the packing box. Of course, he didn't have to wait long. Some of the men came out of the saloon and started down the street. One of the men tripped over the wire and fell flat on his face--and that man happened to be my father. He got to his feet, mad as a bull and twice as strong. He made a beeline to the packing box, dragged Samuel Clemens out and started to give him the beating of his life. But the others interceded and probably saved Clemens from further harm or even his death.

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Fry: That was a rather spectacular encounter with Clemens' destiny, wasn't it?

Foster: I have often thought about this episode and the men who saved Clemens so he could carry on his wonderful and successful career.

Fry: Do you know where your father went after his Virginia City days?

Foster: About 1870 my father returned to Germany and fought with the Prussian army in the Franco-Prussian War. His father was apparently high up in the Prussian army and was an aide to Prince Otto Leopold von Bismarck, the founder of the German Empire. Then at the close of the war, he joined an expedition to South America to explore the Amazon River.

Fry: Your father certainly wasn't the type to let grass grow under his feet.

Foster: No, he always had the wanderlust. During my childhood, much later, he was always coming and going, and I was told by his friends that he made and lost fortunes with the best of them. I remember him as a rugged individual and never knew him to have any serious illness. When he had a cold or fever he simply treated himself with quinine or whiskey; once when he had a toothache, he disposed of it by taking the pliers and pulling out the ailing tooth himself. He always

1. The first step in the process of identifying a problem is to recognize that a problem exists.

2. Once a problem is identified, the next step is to define the problem clearly.

3. After defining the problem, the next step is to gather information about the problem.

4. The next step is to analyze the information and identify the causes of the problem.

5. Once the causes are identified, the next step is to develop a plan to solve the problem.

6. The next step is to implement the plan and monitor the results.

7. Finally, the last step is to evaluate the results and make adjustments as needed.

8. The process of identifying a problem is a continuous one and should be repeated as needed.

9. It is important to be patient and persistent when identifying a problem.

10. The process of identifying a problem is a key part of the problem-solving process.

11. Identifying a problem is the first step in the process of solving a problem.

12. The process of identifying a problem is a critical part of the problem-solving process.

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Foster: wore a beard and sometimes a mustache, and he looked rugged all over.

Fry: This great vitality must have come in handy when he was exploring the Amazon.

Foster: Oh yes. Some of the most exciting times of my childhood were spent sitting on a hassock behind a chair in our living room and listening to my father and some of his old-timer friends recount their adventures. That Amazon expedition traveled the entire length of the Amazon, from its many mouths to its headwaters at the top of the Andes. My father and another man left the party, traveled to the Pacific Ocean and there caught a steamer back to California.

Fry: It sounds as if there is a real story there.

Foster: He certainly had plenty of tales about it. There were so many hazards--poisonous flies and insects, men dying of jungle fever; and a boa constrictor strangled one of the men to death. Worst of all were the wild savages of the many tribes they contacted. It is a wonder any of them got back alive.

Fry: Just when did he stop long enough to marry your mother?

Foster: Well, right after the Amazon experiences. He traveled on north to Portland, Oregon, to contact the girl friend he had left several years before. He found her, Mary Sinclair, teaching school in Portland,



Foster: Oregon, and married her and brought her to San Francisco in 1873 where they made their home. There he became manager of the Pacific Union Club.

Fry: What was the Pacific Union Club at that time? Who came?

Foster: Well, it was the "high faloy" or high-toned club of the financiers--the big men of San Francisco; it was the forerunner of later the Bohemian Club when it was started, which I understand was much more social.

Fry: Was the Pacific Union Club primarily a place for businessmen to meet?

Foster: I imagine so, yes.

Fry: That's how your father got to know so many outstanding businessmen, then, I guess.

Foster: Yes. My father was well known in San Francisco. He was a very close friend of Levi Strauss, and I recall as a youngster coming from school--the grammar school and later from high school--I would go downtown and meet my father and go home with him, mostly walk home from there to our home on Eighteenth Street. And if I met him at the office of Levi Strauss, I'd go way back to Strauss' office in the rear of the store. Levi Strauss used to tell me many stories of my father--his gambling and wanderings--and told me he hoped that I would not grow up like my father, or even like my



Foster: brother, who sort of followed in my father's footsteps, a happy-go-lucky person. And it was primarily to Levi Strauss that I owe my opportunity to go to the University of California and receive a scholarship for the four years I was there. He helped me get that scholarship.

Another place I enjoyed going to with my father was the office of Daniel Meyer, my father's banker. Daniel Meyer, a little Jew, wore a skull cap; also had his office in the rear of his establishment like Levi Strauss; his establishment was known as the Bank of Daniel Meyer. In those days the banks were owned and operated by individuals. I don't know what bank has since absorbed the Bank of Daniel Meyer. He told me stories of my father, of the gambling, and how my father would own blocks of real estate in San Francisco--then a few weeks later not have a cent, having gambled it away, and episodes of that sort. He told me of the early fires and the earthquakes in San Francisco and the trek the inhabitants would make out to the beach.

Fry: You also visited the Sutros some, didn't you?

Foster: Yes. Apparently my father was very close to Adolf Sutro. They got acquainted during the days of Virginia City, so there was a close tie to the Sutros; the families later visited back and forth. I know I enjoyed going as a child to the Sutro home on the heights above the



Foster: Cliff House and Seal Rocks. I liked the playthings, the swings and sand boxes and amusements that he had for his own children. I played with his children; I didn't know Mr. Adolf Sutro very well.

Another one of the old-timers was James Fair, of Virginia City. He lived out on Guerero street, near the top of the hill from Twenty-first street. We used to visit there; my father used to go there with another old friend, a miner friend of his who worked at Virginia City--a fellow by the name of Duncan; I don't recall his first name at all. But while the men were talking or having their drinks I know I'd wander in the gardens or I was given books to look at. I recall beautiful picture books--buildings and scenes and things of that sort; it's the only thing I remember of these visits.

Fry: Did your father ever tell you anything about Joaquin Murietta?

Foster: No.

Fry: Fritz Boehmer?

Foster: Yes, I was trying to recall the name last night. He was a childhood playmate of my father's in Magdeburg, Germany. He came out and did a lot in the development of Alameda. I recall in the early nineties when the family used to visit his old home in Alameda on the east end. Oh, the grounds and home occupied an entire block,

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

In the second section, the author details the various methods used to collect and analyze the data. This includes both manual and automated processes. The manual process involves reviewing each entry individually, while the automated process uses software to identify patterns and anomalies.

The third part of the document focuses on the results of the analysis. It shows that there are several areas where the data deviates from the expected values. These deviations are likely due to human error or system malfunctions. The author provides a detailed breakdown of these errors and suggests ways to prevent them in the future.

Finally, the document concludes with a summary of the findings and a list of recommendations. The recommendations include implementing stricter controls, improving the accuracy of the data collection process, and providing additional training for the staff. The author believes that these steps will help to ensure the integrity and reliability of the data in the future.



Foster: a city block. And I recall picnics that we would have when we'd go to this home and when we'd drive up in the hills toward Leona Heights, the old extensive properties up there around Leona Heights.

Fry: Did your dad know Charles De Young or Michael De Young?

Foster: Michael De Young. Yes, I'd heard as a small child that there was a very strong antagonism between the two of them. And it was the outgrowth of, as I understood it, that my father had twice grub-staked Mike De Young, and the third time someone else had grub-staked him and he made it or struck it rich. And he never repaid my father, and in political meetings and things of that sort I've heard my father get up and talk from the floor, or get up on the platform, always very vicious against Mike De Young.

Fry: Was your father's rugged individualism reflected in his outlook on religion? Did he take part in the religious life of San Francisco?

Foster: I remember that he had many interesting talks and discussions with friends, such as Rabbi Meyer--his son became a noted Rabbi in San Francisco, Martin Meyer. And then there was a German Lutheran, Pastor Freundling, and a Catholic priest whose name I can't recall just now. They would all get together, and these discussions often would become quite heated.



Foster: My father believed that Confucius and Mohammed had as many attributes and sound principles of living as had Jesus Christ, and that the Koran of the Mohammedans was as wonderful and as sincere and as powerful as was the Bible. He also hoped that other great and powerful leaders in the world would rise and do good in the future for all humanity.

Fry: He gathered his religious beliefs from many peoples, then. How did he happen to become so familiar with so many different faiths?

Foster: Oh, he was very well educated. I don't know where or how he got his education, but he spoke English, German, some French, and Greek and Latin. He often read aloud from his books on Roman And Greek history in the original language. I got my first taste of Greek myths from his reading them to me in the Greek and translating them on the spot. He also knew a great deal about history and mathematics.

But with all his learning, he had his superstitions. He never gave anyone a present or gift having a sharp edge or point. He believed that if one did that, it would pierce or sever their friendship. In giving me my pocket knives he would sell it to me for a penny, or something like that. In case salt was spilled he always put a pinch of it over his right shoulder.



Fry: Was he interested in politics at all?

Foster: He must have been, at times at least. Especially during the nineties. I recall that he ran for some minor city office about 1896 when his good friend Sanderson was running for mayor. But I only have a child's impression--heated debates at meetings and things of that kind.

Fry: What sort of a person was he aroundhome?

Foster: Oh, he was the old Prussian soldier. When he called me I had to respond quickly and upon demand, come to attention with my head up, my body erect, and feet together at an angle. In this position I had to relate to my father any misdemeanor on my part, what I had been doing, and receive admonition or fatherly advice. But I don't remember his ever spanking me. His reprimands were more understanding and to the point than any spanking could have been, and he and I had a very happy relationship from our long walks around San Francisco.

He also bought most of the family's clothes-- shoes, stockings, underwear, shirts, ties, hats, suits, and yardage for dresses. Most of these things he got when he was liquidating a store. When the truck would make delivery it would look like we were stocking a store. You see, right after I was born in

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Foster: 1885, he quit being manager of the Pacific Union Club and became an adjuster for the Board of Trade in San Francisco, auditing the accounts and disposing of the merchandise of firms that had failed. Also, he acted as an auditor in examining the books and records of business firms and counties. Some of his best customers were Levi Strauss Company, the W. W. Montague and Company--they sold stoves and hardware--and Miller and Lux at their various ranches throughout California.

Fry: So the two runaways from Germany did reunite eventually in California in business.

Foster: Oh yes. And I spent many a good vacation on the Miller and Lux ranches.





## PRE-EARTHQUAKE SAN FRANCISCO

School Days with Herb Roth

- Fry: You had mentioned beforehand knowing Herb Roth very well--the cartoonist. Was he a happy-go-lucky sort of man?
- Foster: Very much so. Very, very much so.
- Fry: You went around with him quite a lot, didn't you, because you were dating his sister?
- Foster: Yes, on account of that tie with his sister, Irma Roth. He was the younger brother, being possibly a year and a half or two years younger than I; I dragged him around and took him places in San Francisco, showed him the bi-ways and pitfalls of San Francisco's tenderloin district. But then he soon became a prima donna on account of his work in caricature.
- Fry: While he was still on the newspaper in San Francisco?
- Foster: Yes. And then he went to New York.
- Fry: By prima donna, you mean in his friendship with you?
- Foster: Well, no--in his work. He went to the top. He rose very rapidly to the top in his line. I didn't go over to see him any more.
- Fry: Did he go to the same high school you did?
- Foster: Yes, the Polytechnic High School, when it was located at the southeast corner of Stockton and Bush streets.

Mathematical Induction

1. Base Case

Let  $P(n)$  be the statement that  $1 + 2 + \dots + n = \frac{n(n+1)}{2}$ .

For  $n=1$ ,  $1 = \frac{1(1+1)}{2} = 1$ . So  $P(1)$  is true.

2. Inductive Step

Assume  $P(k)$  is true for some  $k \geq 1$ . We need to show  $P(k+1)$  is true.

$1 + 2 + \dots + k + (k+1) = \frac{k(k+1)}{2} + (k+1)$

$$= \frac{k(k+1) + 2(k+1)}{2} = \frac{(k+1)(k+2)}{2}$$

Thus  $P(k+1)$  is true. By induction,  $P(n)$  is true for all  $n \geq 1$ .

Example: Prove  $2^n > n$  for all  $n \geq 1$ .

Base case:  $2^1 = 2 > 1$ . True.

Inductive step:

$$2^{k+1} = 2 \cdot 2^k > 2 \cdot k > k+1$$

Thus  $2^{k+1} > k+1$ . By induction,  $2^n > n$  for all  $n \geq 1$ .

Example: Prove  $3^n > n^2$  for all  $n \geq 5$ .

Base case:  $3^5 = 243 > 25$ . True.

$$3^{k+1} = 3 \cdot 3^k > 3 \cdot k^2 > (k+1)^2$$

Thus  $3^{k+1} > (k+1)^2$ . By induction,  $3^n > n^2$  for all  $n \geq 5$ .

Example: Prove  $4^n > n^3$  for all  $n \geq 10$ .

Base case:  $4^{10} = 1048576 > 1000$ . True.

Inductive step:  $4^{k+1} = 4 \cdot 4^k > 4 \cdot k^3 > (k+1)^3$

Thus  $4^{k+1} > (k+1)^3$ . By induction,  $4^n > n^3$  for all  $n \geq 10$ .

Fry: He was there while you were there. Wasn't there an art teacher named Rosie Murdock who is credited with launching several artists of that period?

Foster: Yes. The head of the department was a Mrs. Van Fleck. Then there was another teacher named Rosie Murdock-- oh, such a sweet character of a girl. To all of us she was always a girl. And everybody that went to Polytechnic High School that had anything to do with her really always had a warm spot for Rosie Murdock. She was a pretty girl, but as I said, interested in everything. At a party she was always one of the girls.

I remember one thing about my school days that fellow classmates kid me about to this day. Our English teacher by the name of Charles H. Hamm, a graduate of Dartmouth, came out to San Francisco and taught at Polytechnic High School, both English and history. And each year he used to have the class out to his home. At one of the parties out at his house was a fellow named Stevens--Andrew Jackson Stevens, who was quite a comedian. He was always telling stories, and he told a story at one of these parties about having a dream. He dreamed that he was falling, falling and falling, and finally landed on an island. And he got up and walked around and saw a

Let  $f(x)$  be a function defined on the interval  $[a, b]$ . We consider the Riemann sum approximation of the definite integral  $\int_a^b f(x) dx$  using a regular partition of width  $\Delta x$ . The approximation is given by:

$$S_n = \sum_{k=1}^n f(x_k^*) \Delta x$$

where  $x_k^*$  is a point in the subinterval  $[x_{k-1}, x_k]$ . The error of the approximation is the difference between the Riemann sum and the exact value of the integral:

$$E_n = \int_a^b f(x) dx - S_n$$

For a function  $f(x)$  that is continuous on  $[a, b]$ , the error  $E_n$  approaches zero as  $n \rightarrow \infty$  (or  $\Delta x \rightarrow 0$ ). This is a consequence of the Riemann-Lebesgue theorem.

More precisely, if  $f(x)$  is continuous on  $[a, b]$ , then for any  $\epsilon > 0$ , there exists a  $\delta > 0$  such that if the maximum width of the subintervals is less than  $\delta$ , the error is less than  $\epsilon$ .

For a function  $f(x)$  that is not continuous on  $[a, b]$ , the error may not approach zero as  $n \rightarrow \infty$ . For example, if  $f(x)$  has a jump discontinuity at  $c \in [a, b]$ , the error will be bounded away from zero.

Another example is a function with an infinite discontinuity, such as  $f(x) = 1/x$  on  $[1, 2]$ . In this case, the error also does not approach zero as  $n \rightarrow \infty$ .

Therefore, the Riemann sum approximation is only guaranteed to converge to the exact value of the integral for functions that are continuous on the interval of integration.

In summary, the error of the Riemann sum approximation depends on the smoothness of the function  $f(x)$ . For continuous functions, the error goes to zero as the number of subintervals increases. For functions with discontinuities, the error does not go to zero.

This completes the discussion of the error in the Riemann sum approximation.

Foster: lot of people who were milling about in an open place-- an interesting place just like a park. There he saw big billboards all around where students were going back and forth up on ladders. And he asked them what they were doing, and one answered, "Oh, this is where one goes from here to eternity, but before one goes he has to write all the lies he ever told while on earth."

Fry: On the billboards?

Foster: On these huge billboards. He said they were given great big pieces of chalk. Just then, he said, I came by. "Say, Foster," he said, "where are you going?" Foster said he was going for more chalk. (laughter) Funny how a story like that sort of lived.

#### Theater at the Turn of the Century

Fry: You mentioned awhile ago that next door to you lived the Krelings; these were the ones who owned the Tivoli, right?

Foster: Yes.

Fry: So you got to go to the Tivoli quite a lot?

Foster: Yes.

Fry: Was this when Doc Leahy was manager of the Tivoli?

Foster: I don't remember.

Fry: Can you describe the inside of the Tivoli? Do you remember what it looked like as you went in the door?

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Foster: No. It had a lobby. I recall at one end of the lobby was the bar; I know later on it had two balconies and a place along the east side that I always referred to as "nigger heaven", the top-most balcony, because I know there in the latter nineties I always sat there with my cousin, Cole Stanton, who was a professor of Latin and Greek in the University of Oregon at Eugene, and who was very much interested in the opera. I went with him for the entire opera season, although I was too young to really enjoy it.

Fry: And you always sat up in this "nigger heaven"?

Foster: Yes, with him. My first impressions of the Tivoli Theater about 1890 were that they had tables and chairs around on the area close to the stage.

Fry: In the orchestra?

Foster: In the orchestra. Then I recall shortly after that they put in the first rows of seats.

Fry: Oh. But for a while they had these tables and chairs where people did what? Eat dinner or ...

Foster: Well, they would listen and have their wine or beer. It was a similar arrangement to what I'd seen when I visited the Tivoli at Copenhagen, Denmark.

Fry: Oh. It perhaps was a copy of that?

Foster: Yes, I suppose so.

Fry: And then later on when rows of seats were put in the

The first part of the report deals with the general situation in the country and the progress of the work of the Commission. It is followed by a detailed account of the work done during the year, and a summary of the results. The report is divided into two main parts, the first of which deals with the general situation and the second with the work of the Commission. The first part is divided into three sections, the first of which deals with the general situation, the second with the progress of the work, and the third with the results. The second part is divided into two sections, the first of which deals with the work of the Commission and the second with the results. The report is written in a clear and concise style, and is well organized and easy to read. It is a valuable document for those interested in the work of the Commission and the general situation in the country.



- Fry: orchestra what did people do to get their drinks?
- Foster: I recall that the rows were wider apart than the usual theater seats as now installed because there was a rail--oh, about six inches or more at the back of each seat where people could have their glasses of refreshment.
- Fry: And you went out in the lobby to get your drinks then?
- Foster: Oh no. They would deliver them to your seat. I know they would shoot the glasses (usually beer) down along this rail.
- Fry: You were telling me about some gaslights awhile ago. Which theater were the gaslight chandeliers in?
- Foster: Well, I recall in all the early theaters they had very elaborate chandeliers of gaslights.
- Fry: Is this in the lobby or right in the middle of the auditorium?
- Foster: Right in the middle of the auditorium. Later on when they put in electric lights it was such a great relief because it was so much cooler.
- Fry: All those hundreds of gaslights must have really given off the heat.
- Well, you remember then that the Tivoli had a large chandelier. And I suppose the Baldwin?
- Foster: Yes, they all had these chandeliers; that was just typical--that was standard.

1. The first part of the document is a list of names and their corresponding addresses. The names are listed in a column on the left, and the addresses are listed in a column on the right. The names are:

- Mr. J. H. Smith
- Mr. W. B. Jones
- Mr. T. A. Brown
- Mr. R. C. White
- Mr. D. E. Green
- Mr. F. G. Black
- Mr. H. I. Blue
- Mr. K. L. Red
- Mr. M. N. Purple
- Mr. O. P. Yellow
- Mr. Q. R. Grey
- Mr. S. T. Silver
- Mr. U. V. Gold
- Mr. X. Y. Bronze
- Mr. Z. A. Iron

The addresses are listed in a column on the right, and are:

- 123 Main St., New York, N.Y.
- 456 Elm St., Boston, Mass.
- 789 Oak St., Chicago, Ill.
- 1011 Pine St., Philadelphia, Pa.
- 1315 Maple St., St. Louis, Mo.
- 1619 Birch St., San Francisco, Cal.
- 1923 Cedar St., Los Angeles, Cal.
- 2227 Spruce St., Portland, Ore.
- 2531 Fir St., Seattle, Wash.
- 2835 Willow St., Denver, Colo.
- 3139 Ash St., Salt Lake City, Utah
- 3443 Hickory St., Phoenix, Ariz.
- 3747 Sycamore St., Dallas, Tex.
- 4051 Magnolia St., Houston, Tex.
- 4355 Dogwood St., Austin, Tex.

2. The second part of the document is a list of names and their corresponding addresses. The names are listed in a column on the left, and the addresses are listed in a column on the right. The names are:

- Mr. J. H. Smith
- Mr. W. B. Jones
- Mr. T. A. Brown
- Mr. R. C. White
- Mr. D. E. Green
- Mr. F. G. Black
- Mr. H. I. Blue
- Mr. K. L. Red
- Mr. M. N. Purple
- Mr. O. P. Yellow
- Mr. Q. R. Grey
- Mr. S. T. Silver
- Mr. U. V. Gold
- Mr. X. Y. Bronze
- Mr. Z. A. Iron

The addresses are listed in a column on the right, and are:

- 123 Main St., New York, N.Y.
- 456 Elm St., Boston, Mass.
- 789 Oak St., Chicago, Ill.
- 1011 Pine St., Philadelphia, Pa.
- 1315 Maple St., St. Louis, Mo.
- 1619 Birch St., San Francisco, Cal.
- 1923 Cedar St., Los Angeles, Cal.
- 2227 Spruce St., Portland, Ore.
- 2531 Fir St., Seattle, Wash.
- 2835 Willow St., Denver, Colo.
- 3139 Ash St., Salt Lake City, Utah
- 3443 Hickory St., Phoenix, Ariz.
- 3747 Sycamore St., Dallas, Tex.
- 4051 Magnolia St., Houston, Tex.
- 4355 Dogwood St., Austin, Tex.

Fry: What about the actresses and actors that were with the Tivoli? Tillie Sallinger?

Foster: Tillie Sallinger, Alice Nielsen, Ferris Hartman, Gracie Plaster, Florence Roberts, Eugene Cowles. Eugene Cowles used to be a visitor at our home. And he always used to intrigue me because he was cross-eyed.

Fry: What sort of roles did he play?

Foster: He was a singer and comedian. As I recall, he did these things for many years, such as Gilbert and Sullivan, opera, comic operas; and then--I don't recall whether it was Christmas-time or whether it was New Year's that Tetrzini sang at Lotta's Fountain at the south end of Kearney street at Market street. Was it the year after the earthquake?

Fry: Did you go down there?

Foster: Oh yes. Oh yes, it seemed that everybody in San Francisco went.

Fry: Was this after she had returned from New York?

Foster: Yes, but she had been at the Tivoli for a long time before that.

Fry: How many people were there?

Foster: Oh, it was just crowded for blocks. One thing I recall. In San Francisco in those early days New Year's Eve was when everybody in San Francisco would flock down town and parade up and down the streets-- not just on the sidewalks, but on the streets as well--



Foster: they would be solid with people up Market street to about Seventh and McAllister, and up Kearney street. (Kearney street was the principal street in San Francisco up until the turn of the century--really until the Emporium was built in 1901 and 1902).

Fry: What were some of the methods of celebrating at the stroke of twelve?

Foster: Well, of course there were streamers and of course many people were carrying bottles of wine, and put on fancy tissue paper hats and things. Just milling around--no dancing in the streets as I recall.

Fry: You told me you went to the Orpheum often--can you tell what it looked like on the inside?

Foster: No, I can't. There was a first floor, and I recall only one balcony all the way around.

Fry: So it was smaller, then, than these other more grandiose ones? The Baldwin was supposed to be the most beautiful as I understand it--is that your impression?

Foster: Yes. Both the Baldwin and the California; they were both located in hotels of the same name.

Fry: The Baldwin burned down, didn't it?

Foster: In the fall of 1898, yes.

Fry: Do you remember anything about it?

Foster: No.



Foster: When I was going to high school we used to sneak away on Wednesday afternoons and go to the Orpheum-- because it was only ten cents to get into the gallery. And the things that you heard! They had many song and dance acts. You see a lot of them repeated today on television.

Fry: The Orpheum was the vaudeville, wasn't it? Was that where Dick Jose got his start?

Foster: Richard (Dick) Jose. He was my brother's chum, yes. In the middle nineties.

Fry: Well, tell me what he looked like.

Foster: As I recall, he was a sort of round-faced lad, with a tendency to be a little chubby.

Fry: Was he Spanish, or Spanish-American? Jose, for a last name, made me wonder.

Foster: I don't know; I imagine so.

Fry: Did you ever hear him sing his "Silver Threads Among the Gold"?

Foster: Oh yes. The last time I heard him sing it was at the Elk's Club in San Francisco about 1932. After the lodge meeting we'd go on down for our refreshments, and someone called on Dick Jose to sing his theme song, and he got up and sang it. He was getting pretty well along; he was showing his age, then.

Fry: He was very popular back in the early 1900's?





Foster: Oh yes. From 1895 to 1930.

Fry: You mentioned the Alcazar theater awhile ago.

Foster: The Alcazar, yes.

Fry: Now, that's where Florence Roberts played. Could you describe either the theater or her, or both?

Foster: No. The only thing I particularly remember was that my chum took his girl, Edna, and I took my girl, Milicent (before we were married) and we went to see "Pink Dominoes." We sat in the front row of the balcony. And not having much money, we each made up bags of popcorn before we left home and we made such a noise eating the popcorn that the usher came down and tapped us on the shoulder and told us we had to be more quiet.

Fry: Was this in direct contrast to the Tivoli which always more or less encouraged patrons to eat along with the show?

Foster: No, not particularly, I don't think. Oh, later on-- 1904 - '05 - '06--there was a chum of my wife, a Suzanne Guthrie, and a fellow that visited their house a good deal by the name of Reggie Keane. Reggie had a very fine baritone voice and he used to sing bit parts and always took part during the opera season. I remember we used to go and hear him. Or during the off season they used to sing in some of the little

Faded, mirrored text, likely bleed-through from the reverse side of the page. The text is largely illegible due to low contrast and blurring.

Foster: Italian theaters over in the North Beach area. But he was wild, good-looking, and a good sort of fellow to have around. Lots of fun.

Fry: Which theater did he sing in?

Foster: Oh, wherever the opera season took place. Various theaters.

Fry: Do you remember Alice Nielson?

Foster: Alice Nielson. I don't know enough about her. I only know that I missed having her as my sister-in-law. She was the girl whose mother took her to New York where she became a prima donna on the Metropolitan stage. Although I can remember to this day when I was a youngster about eight years of age Mrs. Nielson came to visit with my mother to prevail on my mother not to let~~x~~ brother William and Alice Nielson run away from home and get married. She wanted to do things for Alice's singing career--which she did.

Fry: And your brother later on married someone else?

Foster: Yes, he married. But, a funny thing, he never married any theatrical person; he played around with lots of them. I am trying to think--he married a girl he had met in one of the offices down along Front street.

Fry: Would your brother Bill bring all his theater friends to the house?

Foster: Yes. When there was a traveling company passing through San Francisco my brother very often would

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Foster: bring many of the players out to the home. I recall at those times my mother and I would be given tickets-- or sent out of town for a couple of days, and my father would stay home to help supervise the party.

Fry: They must have been big parties.

Foster: They were big and wild and wet parties.

I remember twice when Victor Herbert was at my home. Once just after the Baldwin theater burned down, and then once after that--a year or two later.

Fry: What did he look like, tell me.

Foster: Well, as I recall--as a little boy I peeked around the door from our hallway to our parlor. He, well, he was a big animal, a big heavy-set man; I judge that he weighed 250 pounds. But I remember he was at our great big square piano--a big square grand. He was sitting on the bench and he'd play, and then he'd write the score down--and then he'd play some more.

Fry: Oh, he was writing right at the time?

Foster: He was composing at that time. Over the years I've often said it was something from "The Red Mill." I don't know for sure. I might go back in the history and see what he had written in 1896, 1898. I believe that Victor Herbert wrote the "Red Mill" some years later.

Fry: Yes, this was right after the Baldwin theater fire.

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Fry: Did he appear to be a jolly man? Or was he temperamental?

Foster: No. He always seemed to be very pleasant--all very pleasant. And as I recall, when others would be there he'd mix well with the actresses and actors, yes.

Fry: What was he in San Francisco for?

Foster: One of his shows which he had written was showing at the Baldwin Theater.

Fry: Was he directing it?

Foster: Well, I don't know whether he was directing it; he was here--was just traveling.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions.

2. It is essential to ensure that all entries are supported by appropriate documentation and receipts.

3. Regular audits should be conducted to verify the accuracy of the records and identify any discrepancies.

4. The second part of the document outlines the procedures for handling disputes and resolving conflicts.

5. It is important to establish clear communication channels and protocols for addressing any issues that arise.

6. The final section provides a summary of the key points and offers recommendations for future improvements.

7. Overall, the document emphasizes the need for transparency, accountability, and effective communication in all business operations.



COLLEGE DAYS AT THE UNIVERSITY  
OF CALIFORNIA, 1902 - 1906

Fry: I thought we might begin this time with your college career as a student. You could run through and give us names of professors who you felt influenced you and helped you.

Foster: Let me kind of relate something before we do any of this because I had to wait a year to go to college. I couldn't come over after I graduated from high school; late that summer of 1902 my father died, and so I continued to work at the Union Iron Works in San Francisco where it is still located now. (At the time there were about 4,000 working there) My father took me in and introduced me first to Jim Gunn, secretary. Later he took me out to the Union Iron Works on 20th street where I was to go up and see the head of the electrical department, Mr. Waldo Hanscom. When the clerk came and got me I recall my father getting up and shaking my hand and saying, "Son, you are now a man taking a job. You have to do things for yourself." He shook my hand and he went out and I went upstairs to interview Mr. Hanscom. This fellow Hanscom was a close friend of Clarence L. Cory, the dean of the Electrical and Mechanical Engineering Department of the University of California at Berkeley.

THE STATE OF TEXAS, COUNTY OF DALLAS.

I, the undersigned, Judge of the County of Dallas, Texas, do hereby certify that the following is a true and correct copy of the original as the same appears in the records of said County:

That the within and foregoing is a true and correct copy of the original as the same appears in the records of said County.

Witness my hand and the seal of said County at Dallas, Texas, this 1st day of January, 1901.

My commission expires the 1st day of January, 1902.

Attest my hand and the seal of said County at Dallas, Texas, this 1st day of January, 1901.

Judge of the County of Dallas, Texas.

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Foster: After working at the Union Iron Works for months one of my favorite high school teachers, a man by the name of Ralph C. Daniels, got after me. That year, while I was working at the Union Iron Works, I was going to night school, and I got a chance also to coach a lot of boys who wanted to take examinations for university entrance and so forth. So Mr. Daniels was anxious that I go to the University. Then, one day, I had a call from Jacob Burt Reinstein; he was an attorney and a regent of the University and was my father's attorney. He said with the grades I had in high school I should continue my education. Well, I told Mr. Reinstein that I didn't have the money to go and he said, "You should go down and see your father's old friend, Levi Strauss. You've known him over the years and he might give you some suggestions and help." That was Levi Strauss.

So I went down and saw Mr. Strauss. He said, yes, he would help me. Mr. Reinstein had gotten papers for me to fill out for application for the scholarship, I had his signature as a reference, also that of Levi Strauss (who was giving many of the university scholarships), Mr. Freundling, the pastor of the church, and also my school teacher Ralph C. Daniels. I was awarded a State of California scholarship which I held for the four years I was in college.

The first part of the report deals with the general situation in the country. It is noted that the economy is in a state of depression, and that the government has taken various measures to deal with the situation. The report also discusses the social conditions and the state of the population.

In the second part, the report discusses the political situation. It is noted that the government is facing a number of difficulties, and that there is a need for reform. The report also discusses the role of the opposition and the state of the political parties.

The third part of the report deals with the economic situation. It is noted that the economy is in a state of depression, and that the government has taken various measures to deal with the situation. The report also discusses the state of the economy and the need for reform.

In the fourth part, the report discusses the social conditions and the state of the population. It is noted that the population is suffering from a number of difficulties, and that there is a need for reform. The report also discusses the state of the population and the need for reform.

The fifth part of the report deals with the international situation. It is noted that the country is facing a number of difficulties, and that there is a need for reform. The report also discusses the state of the international situation and the need for reform.

In the sixth part, the report discusses the future of the country. It is noted that the country is facing a number of difficulties, and that there is a need for reform. The report also discusses the state of the country and the need for reform.

The seventh part of the report deals with the conclusion. It is noted that the country is facing a number of difficulties, and that there is a need for reform. The report also discusses the state of the country and the need for reform.

Foster: Of course it didn't pay very much--\$125 a year, \$12.50 a month. I had a letter of introduction from Waldo Hanscom to Clarence C. Corey, the head of the department of Electrical Engineering, which was my major when I first started.

The first day I was on the campus I was in the basement of the north end of North Hall and I saw the "help wanted" notices on the board; I got a job the first day I was there with Eugene Kilgore, later a very prominent medical man, particularly with regard to things of the heart. My job for Kilgore was giving out papers in one of the chemistry courses I had to take. After a couple of days I made contact with William Conger Morgan, the chemistry professor of this course. He's one of the best teachers the University ever had. Through him I got a job helping him set up the equipment for the class demonstrations in this course.

Also through him I contacted Mr. Booth, who supervised the chemistry laboratories, and got the job of getting out the reagents, fill up the bottles and clean out the desks in the laboratories. So that was the start of my working career at the University; I had something to do to help support myself.

And then at the same time I met, through that





HERBERT FOSTER AT THE  
UNIVERSITY OF CALIFORNIA  
CLASS OF 1907





Foster: contact with the Chemistry Department, a fellow named Murphy - I can't recall the first name now - he was an engineer with the United States Geological Survey. He was the father of E. C. Murphy whom I befriended in later years. Mr. Murphy was doing hydrographic work on the rivers of the state, making analyses of the composition of the water of all the principal streams.

At this job I learned how to run a slide rule. I made the calculations for these fellows. Well, that was another tie and another job. The fellow that was running this work was an E. C. Eaton; he was my key man and in later years I worked very close to him when he was the chemist for the People's Water Company and I was their sanitary engineer. Well, it was just another tie.

And then the next summer I had my trip to Alaska.

Fry: Oh, your "summer cruise," working on a steamer?

Foster: The summer cruise. In late summer I started on the third trip, this time to go to the Hawaiian Islands. The steward on the boat had been stabbed, and then they gave me double-Q because I smoked up everything including the Embarcadero with my improper firing of the boilers. I had an awful time getting up steam and getting out into the stream. Just about that time the captain, "Crazy" Johnson, came by; the captain was an



Foster: old friend of my family's. So I told him I thought that I'd miss college if I went on this trip to the Islands; I said I thought I'd better quit if I could. He said, "That's a good sensible move to make." So he says, "Get your suitcase and the bag and when the paper boat comes out, over the side with you."

Fry: You had already left San Francisco again?

Foster: We had come out into the stream, yes--from the Howard street dock out into the stream and anchored. It was only a week before college would open.

Fry: When was this?

Foster: This was August, 1904. So I came back to the University. My high school teacher, Ralph Daniels, advised me to switch from electrical engineering to sanitary engineering; he said the field was much greater, with many more opportunities. I went to the campus at Berkeley to the Civil Engineering Building. On the first floor I saw the name of Charles Gilman Hyde, professor of sanitary engineering. So I stopped in and got acquainted with him, and before I left his office I was working for him.

Fry: Did you still have any of your jobs left over from the last year?

Foster: No. But for the next 25 or 30 years I was Professor Hyde's right-hand man on nearly all his outside



Foster: engineering practice.

Fry: Is he still alive?

Foster: Yes. So I attached myself to Charles Gilman Hyde, who fathered me, and his wife mothered my wife Milicent. I so often have said over the years that Milicent took me out of the gutter and made a man of me, Mrs. Hyde and Professor Hyde fathered us, and Ralph C. Merritt counselled us. Those were my three friends who influenced me more than anyone else.

During the fall term of 1904 I took a course in mineralogy. Arthur C. Eakle was the mineralogist and geologist and I got very close to him over the years. We continued that friendship until his death. He's the one who used to take me to the Hillside Club in Berkeley during the early teens. So that was a very close tie.

My work with Dr. Eakle was to make up the samples for the specimen boxes for the class instruction. And I also did work for him on his private collection of specimens. This was just another University tie.

And then I had to take surveying and civil engineering, and had contacts with Edward Nathan Prouty, and to me E. N. Prouty was the best instructor I ever had in all my University work. He died here in Berkeley a few years ago.



Fry: Why do you say that he was the best instructor you ever had?

Foster: For getting over his subject and for demonstration.

Fry: Could you give an example of what sort of thing he would do?

Foster: Well, the thing is this. In his explanation he wouldn't simply give you a few leads. He would sit down and work out some of the problems in detail and show why you did it, and how this followed that-- very thorough. Later on I was on a survey in 1906 after the earthquake up in Calaveras County with him and one of the other fellows, a Warren C. Clark. And I commenced to get some rudiments of civil engineering and surveying. And then Fred H. Tibbetts of San Jose came along. He worked for the University on the surveys of the campus property in Berkeley and the Affiliated Colleges in San Francisco and on investment properties in Oakland and elsewhere, and I worked with him. So it gave me an entree to professional work and a close tie to him. Oh, I stayed in surveying work for quite a few years.

Well, then came along my junior year and I started doing some work for "Pop" Soule, who graduated from West Point in '66 and who was the dean of the College of Civil Engineering.

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"CAMP CALIFORNIA"

SUMMER SCHOOL OF SURVEYING, 1906



NICKNAMES AND FRIENDSHIPS BLOSSOMED

"Baldy" Frater, "Chet" Gillespie,  
"Highball" Foster, Charlie "The Duck"



Fry: How was he to work with?

Foster: Oh, he was a fine old fellow to work with. He was the head of the department. And later on my wife became his part-time secretary.

Then Derleth, Charles Derleth Jr., in 1904 came out from Boulder, Colorado and joined the Department of Civil Engineering; I took my materials of construction and my design courses from him. After the earthquake and fire I worked a good deal with him on many problems. He was the editor of the Builders' Review, which dealt with construction problems and things of that sort, and I used to make up the galley sheets and put it together. I did lots of work for Professor Derleth, but he paid me very darn little. He paid me the minimum, 25¢ an hour.

I recall one job for Professor Derleth: he was doing some consulting work for the county of Alameda when Percy A. Haviland was county engineer. It was in regard to lengthening the culverts along the highways. I had checked the design for extension of the culverts and reported to Derleth that I believed new construction was in order and recommended against the extension of the existing culverts. I recall he had his secretary, Miss Nettie Meek, place a call to Percy Haviland and Professor Derleth spoke to him and



Foster: said, "Regarding that culvert, the answer is 'No'; in fact you'll have to design a new structure." And then he hung up and dictated his bill, \$150. As I recall my total bill of doing all the work was \$1.75.

Fry: So he had a \$148.25 profit! (laughter)

Foster: He used to say to me that I was getting my education and that I was getting my experience in the things I was doing for him. With Professor Hyde it was different; when you worked for Professor Hyde the rate of pay all depended upon the job. He was a prince; he paid me up to as much as \$5.00 an hour if some of the jobs were worth it. I recall that when he was working on the water supply for Los Angeles from the Owens river I was working up all the information for him, E. C. Lippincott, and the other engineers for the court case.

Fry: Were these jobs which Derleth and Hyde were doing paid for by the University, or were they private?

Foster: That was all private.

Fry: They were allowed to do a considerable amount of work outside of the University, then.

Foster: Oh yes. That's why Professor Derleth came there, and Professor Hyde came here and why Professor Tibbetts did so much. I worked a lot with Fred H. Tibbetts on surveys, etc., for the Alameda Sugar Company.



Fry: You mean building the Alameda Sugar Company?

Foster: No, on the survey of their lands and measurement of well data and things of that sort. So it was another contact. Even after I graduated I continued this work and I made as much from the outside work as I made in my regular job that I got.

Oh, then another thing, there in my junior year civil engineering had a big roller mimeograph. I got around and canvassed the students in the various classes as to whether they would be willing to pay 50¢ per semester per set for a mimeographed set of problems. The professors used to write the problems on the blackboard in class and the students had to take time to copy them.

Fry: They would subscribe?

Foster: Yes. Most of the students subscribed. It was a source of income for me. I cut all the stencils by hand, and I know later on when I got married in December of '05, and after the earthquake when we moved across from San Francisco to Berkeley, I used to cut the stencils by hand and my wife, Milicent, used to run them off.

Professor Derleth was the consultant to John Galen Howard in regard to all structural details of





Foster: all the buildings of the regents. In working for Professor Derleth I checked the structural design of the plans on the University Library Building, the Agriculture Hall, the Campanile, and many of the other buildings on the campus. I checked the designs and reported to Professor Derleth.

And then with Hyde it was all in regard to the sanitary systems and the water supply and things of that sort. All these jobs gave me a keen insight to the things of the University at many angles. Then, as I said, I made the first survey of the property lines and topography of the University Farm at Davis in 1906 as the regents were buying up the property. That let me have a hand in those surveys and records, and I used them for many, many years in other jobs.



## CHARLES GILMAN HYDE, SANITATION ENGINEER

Fry: What was your first job after you were graduated?

Foster: When I graduated I had the opportunity for four or five jobs. I decided to take the job as Sanitary Engineer for the newly formed People's Water Company. Charles Gilman Hyde was the chief sanitarian and the director of their laboratories, so I decided to take this job and keep my tie with Professor Hyde. During the years I worked for the People's Water Company I never worked at their office in Oakland but kept my office with Professor Hyde on the University Campus. By so doing I held on to all my University work as well as that of People's Water Company. I used to go down and report once a month to Mr. C. D. Marks, secretary, and to George Wilhelm who was the chief engineer of the water company.

Fry: They just took your monthly reports then?

Foster: And other important things that came up.

Fry: Tell me about Hyde. Today's professors have to do a great deal of research to keep up their reputation. What was Hyde's specialty, would you say?

Foster: Sanitary engineering. He graduated from Massachusetts Institute of Technology and went to work for the Massachusetts State Board of Health. And he later



Foster: went to work for James H. Fuertes. They designed the water filtration plant at Harrisburg, Pennsylvania. Hyde had gone there to do the inspection and be the supervisor of the work and the tuning up or placing the plant into operation. Then he was offered this job to come out here to California as head of the newly formed Department of Sanitary Engineering. When I first went to work for Professor Hyde in August, 1904, it was in connection with the final reports he was making on the Harrisburg filtration plant.

Fry: He was relatively new, too, to the campus then.

Foster: Oh yes. He came directly from Harrisburg out here in 1904. But, as I said, I worked and practically lived with the Hyde family.

One interesting thing happened in 1919, when the City of Sacramento was looking around the United States for a sanitary engineer for the city filtration plant design. I have actually seen letters where the city council canvassed some of the top engineers in the East. I saw two letters to the effect that, "why come East to get a man when you have the best sanitary engineer in the United States right in your own midst? Get Charles Gilman Hyde." And then there was the report of Hyde, Wilhelm and Miller in 1916; I helped

The first section of the report is devoted to a general  
 introduction of the subject, and a statement of the  
 objects and scope of the investigation. The second  
 section contains a description of the apparatus and  
 the method of observation. The third section  
 contains the results of the observations, and the  
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Foster: with those for water and sanitation for the City of Sacramento. Later, in 1919-20, when he went on the trip East, the recognition that the engineers in the country, the top engineers, gave to that report made it a classic in water supply. Hyde mentioned this report only a few weeks ago. (March, 1960). He said, "You made that report what it was on account of the tabulations, diagrams, and statistical data and things of that sort." But of course Professor Hyde was on consultation in sewage disposal water supply, irrigation and electric power development and things of that sort throughout the state and the Pacific Coast. His reports are the most marvelous works of literature as well as of engineering data. He had a wonderful command of the English language in his reports, his engineering problems, and things of that sort.

I remember one report we worked on for the Spring Valley Water Company in San Francisco in connection with the condition of the water in the Alameda Creek area, and about bringing water over the mountains from the San Joaquin River and so forth; I think there were also lots of items in connection with filtration and so forth. And I remember that he sent copies of his report and his





Foster: bill over to the offices of the Spring Valley Water Company. He got word from somebody in the company that they thought his fee was too high. And I recall, as I was the one who typed the letter for him, that he told them that if they were not satisfied with his report to return the reports and the obligation would be closed. The very next day several of the top people and the president of the Spring Valley Water Company were over in Hyde's office. They accepted the report and paid his fee.

When George C. Elliott came out from Colorado to take over the Spring Valley Water Company as their engineer, he took some refresher courses at the University of California from Professor Hyde, and I acted as his tutor. So it gave me a close tie with Mr. Elliott. In later years when I had problems with the Bear Gulch Water Company down in San Mateo County I always had a tie with George C. Elliott for consultation.

Fry: What was Elliott's position?

Foster: He was the chief engineer of the Spring Valley Water Company; the City and County of San Francisco now control it.

Fry: Later on this helped you when you were engineer for Bear Gulch Water Company?

The following table shows the results of the analysis of variance for the effect of the concentration of the solution on the rate of reaction. The data are given in the following table:

Concentration of Solution	Rate of Reaction (M/min)
0.1 M	0.0012
0.2 M	0.0024
0.3 M	0.0036
0.4 M	0.0048
0.5 M	0.0060
0.6 M	0.0072
0.7 M	0.0084
0.8 M	0.0096
0.9 M	0.0108
1.0 M	0.0120

The above table shows that the rate of reaction increases linearly with the concentration of the solution. This is a characteristic of a first-order reaction. The rate constant  $k$  can be determined from the slope of the line. The rate constant  $k$  is found to be  $0.012 \text{ min}^{-1}$ .

The half-life of the reaction can be calculated from the rate constant  $k$  using the equation:

$$t_{1/2} = \frac{0.693}{k}$$

Substituting the value of  $k$  into the equation, we get:

$$t_{1/2} = \frac{0.693}{0.012 \text{ min}^{-1}} = 57.75 \text{ min}$$

Therefore, the half-life of the reaction is 57.75 minutes.

Foster: Oh yes.

Fry: If you had to decide which contributed more to your education and training and experience would you choose your formal education at the University or the experience you had working for these various professors, especially Hyde?

Foster: It was the application of my book learning to actual construction, actual reports and things of that sort.

Fry: So this really played the role of in-service training more or less?

Foster: Yes. The experience along with the classroom learning.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

In the second section, the author outlines the various methods used to collect and analyze the data. These include direct observation, interviews with key personnel, and the use of specialized software tools. Each method is described in detail, highlighting its strengths and potential limitations.

The third part of the report focuses on the results of the data collection process. It presents a series of tables and graphs that illustrate the trends and patterns observed in the data. The author provides a clear and concise summary of these findings, making it easy for the reader to understand the key takeaways.

Finally, the document concludes with a series of recommendations based on the findings. These suggestions are designed to help the organization improve its internal processes and increase its overall efficiency. The author also provides a timeline for implementing these changes and offers to provide further assistance if needed.

## WATER PROBLEMS 1915 - 1936

The James L. Floods and the Bear Gulch Water Company

Fry: Did your father know Mr. James C. Flood?

Foster: I never heard him mention Mr. Flood but I became very intimately associated with his son, Mr. James L. Flood, because his sister, Cora Jane Flood, had in 1898 given the Flood home place at Menlo Park to the University of California as the start of the Flood Foundation of Accounting. And after a few years, there being certain restrictions in the gift whereby the University had to maintain the home grounds, etc., (it was like a castle) Cora Jane Flood realized that the University could not fulfill the requirements of the bequest, so she bought back the home place. I believe it was in 1902.

At the same time she gave the University certain marsh lands adjoining the Flood ranch and four-fifths of the stocks and bonds of the Bear Gulch Water Company, the water company that was started by James L. Flood and old Senator Felton and others. Senator Felton died in 1915.

At the time he was active head that operated the water company and upon his death I was pushed into

SECRET - CONFIDENTIAL

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Foster: the breach by Comptroller Ralph P. Merritt to run the water company as its engineer. My experience with the old People's Water Company in the East Bay area starting in 1907, and my engineering experience with the University stood me well in hand, so I carried on the operations of the water company from then until about 1936 when the company was sold to the California Service Company of California.

In the early years, from 1915 to about 1925, I used to visit a good deal with James L. Flood and on many occasions have taken his son, James Jr., on fishing trips and hunting trips to Bear Gulch Reservoir and Bear Gulch Watershed in Woodside.

Fry: Can you tell something about James Flood, Junior?  
What was he like?

Foster: James, Jr., was a likable kid. As I recall, I believe it was his eighth or tenth birthday that his father had given him a cart or wagon into which he had put a motor so he could run around the grounds of the home place in Menlo Park. I think, incidentally, he also gave the boy a million dollars.

Fry: That was quite a birthday present. (laughter)

Foster: Jim and his wife and children still live in Woodside; they were neighbors of mine at the north end of Greer Road in Woodside. Jim Flood had bought this home site





Foster: from the Huddart estate. Now Mr. James Flood, for his ranch in Menlo Park, had an independent water supply for his use. One year--1915, I believe-- was a year of low rainfall and runoff, so the Bear Gulch Reservoir did not fill. I made arrangements with Mr. Flood to use his private source of supply and pump it from his wells back into the system of the Bear Gulch Water Company, thereby saving the company many thousands of dollars.

Fry: You mean his wells on his own private property were big enough to supply the Bear Gulch Water Company?

Foster: Oh yes. And I recall during the First World War and the establishment of Camp Fremont in Menlo Park. The Floods very often turned over their garage where they had a big large maple floor for the benefit of the soldiers--for their dances. They gave many parties for the enlisted men down on the Flood ranch. Incidentally--an interesting sidelight--in the garage Mr. Flood had a large turntable, like the turntable for the streetcars in San Francisco, for turning his automobile around. During an evening of dancing the soldiers would find out how to loosen the thing and then they would spin this turntable.

Fry: He was very generous, then, wasn't he?

Foster: Yes. I recall the beautiful home and the many talks I had with Mr. Flood in the parlor of the Flood

From the Hubbard estate. You know James, don't you?

James in London, had an independent taste of the  
world. I believe--and I believe--and I believe--

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Foster: mansion. And the many meals that I had either with the family or with the help in the rear dining room.

Fry: Well, he was rather difficult to get along with, wasn't he? Or was he?

Foster: Not that I know. Of course, he had--he went afield in his pleasures--got tangled up with other women; that's how the Flood-Gavin affair started. I know little about this so do not talk about it.

Fry: But in working with him, what sort of man did you find him to be on such things as the water company?

Foster: Oh, he was a prince of a man to work with; he was so considerate, wanted to be so helpful to the University and to help out his sister, Cora Jane Flood. I recall one particular trip I had with Mr. Flood in San Francisco when he took me through the old home in San Francisco, the mansion across the street from the Fairmont Hotel, which is now used as the home of the Pacific Union Club.

#### Decision for a Supply Source for the East Bay

Fry: Your work with water problems began early, didn't it?

Foster: Oh, those visiting men here a few months ago were talking about the possibility of building another reservoir on the Mokelumne river, and when it was discussed I said, "Yes, I surveyed that reservoir





COPPER SULPHATE TREATMENT AT LAKE CHABOT

1907-1911

(Herbert Foster in back of boat)



Foster: site in 1906." It was the South fork of the Mokelumne river, just north of the village of Railroad Flat.

Fry: And whom had you done the surveying for?

Foster: We were working for an eastern concern; the project was for a railroad development to reach and get timber from the Big Trees area by way of Railroad Flat, Dutch Flat and Rich Gulch, Mokelumne Hill, and Valley Springs. Incidentally, in that group of three parties was Warren Clark who later taught Civil Engineering at Berkeley from 1904 to 1906. He was born at Railroad Flat and we camped on the old homestead of his family; he had some people that were interested in that, people of the P.G.&E. You see, they had another hydro-electric plant downstream in what they call the Electra Plant just east of Mokelumne Hill. I worked in that plant in 1899.

Fry: Another thing we wanted to talk about today was this commission in 1917 and 1918 for the study of the water supply problem and its future in the East Bay area. You were the engineer for this commission, weren't you? Professor Hyde was on that too, wasn't he?

Foster: Yes.

Fry: Where did your plan come from?

Foster: Oh, in other reports. Because Professor Hyde got out of the picture but he attended public meetings and he wrote papers and things of that sort on the subject.





Fry: Oh, but he wasn't on the commission himself?

Foster: No.

### The Sacramento River Plan

Foster: This particular job came after about 1913 and 1914. It became quite critical for these East Bay cities to do something to augment their present water supply.

Fry: Yes, I believe they had a very severe drouth.

Foster: I had been the sanitary engineer for the People's Water Company for four years, from May 1907 to June 1911, and I knew all of their properties from Richmond and San Pablo on the north to Alvarado on the south, and all the back property. So I didn't have to rely on reports as the only source of my report. And I also had worked with Professor Hyde in connection with the many reports on water supply regarding the use of the Sacramento river for the City of Sacramento; and I had worked on the report of water for the City of Stockton; I had worked with Hyde on a report about 1906 and in 1907 in connection with irrigation development, utilizing the waters of the San Joaquin river; the same source in reports to the Spring Valley Water Company in San Francisco with Hyde about utilization of the waters of the San Joaquin river pumped over the hill into the Livermore Valley.

Q. It was in San Francisco in 1911  
A. Yes.

The Pacific River Basin

Q. His particular job was after about 1913 and I think  
A. It became quite critical for these last few years to  
be certain to prevent their present water supply.  
Q. Yes, I believe they had a very severe drought.  
A. I had been the assistant manager of the Pacific  
Water Company for four years, from 1907 to 1911  
and I had all the water properties from Richmond  
and San Pablo on the north to Alameda on the south,  
and all the water properties. As I think have to rely  
on reports as the only source of my report, and I  
also had worked with the California State in connection with  
the water rights on water and in regarding the use  
of the Colorado River for the City of Sacramento;  
I had worked on the water of the City of  
Sacramento. I had worked with the State about  
1907 and 1908 in connection with the water level-  
operating, utilizing the water of the San Joaquin River  
the same source in reports to the United Valley Water  
Company in San Francisco with the about utilization  
of the waters of the San Joaquin River through over  
the hills into the Livermore Valley.

Foster: And then again I knew the city engineers of Richmond, of Berkeley, of Oakland, and of Alameda. So when the cities took up this water problem after about 1913 or 1914 and formed an East Bay Water Commission, I was appointed as their engineer to make a report on the possible sources of the water supply for the East Bay cities.

Of course my first suggestion had been the utilization of the Sacramento river as a source of water supply, storing it in reservoirs and later filtering it. My idea originally was to divert the waters of the Sacramento into a series of reservoirs for which there are sites south of the town of Rio Vista, on the west side; then by pipeline or tunnel under the bay and up Pinole Creek into a reservoir site above Pinole, and then by tunnel through the hill to the San Pablo watershed, there utilizing the existing reservoir systems.

But the group generally disliked this project for aesthetic reasons; they considered the Sacramento river as too highly polluted. They called the river an elongated cesspool because all the cities were dumping their sewage into the Sacramento river. Of course, we needed legislation to correct this condition. We now have such legislation.



### The Eel River Plan

Fry: After the commission turned down the Sacramento river plan, did you propose another?

Foster: Yes. For some years previous, in connection with the Bear Gulch Water Company in San Mateo County interests in the Bear Gulch Water Company (other than the University) were the Feltons, Senator Felton, who originally had obtained some of his wealth in the railroad system in the City of Philadelphia. They used this money to build the Snow Mountain Water and Power Company on the south fork of the Eel river, whereby the south fork of the Eel was utilized; they constructed a dam on the south fork of the Eel river which they called "Cape Horn" and a tunnel through the mountain to Potter Valley on the Russian river drainage, then a power plant that for many many years served all the area from Ukiah down to Santa Rosa, and even over the hills into the Napa Valley. Senator Felton died in the latter part of 1914. He was the one who had operated the Bear Gulch Water Company which supplied the area between Palo Alto on the south, Redwood City on the north, the San Francisco Bay on the east and included Woodside on the west.

Upon his death I stepped into the picture as engineer for the University which owned 80% of the





PEOPLE'S WATER COMPANY LABORATORY  
Burton Philbrick, a colleague of Mr. Foster's  
BETWEEN 1907-1911





Foster: company) and ran the water company until it was sold in 1935. In fact that position was fine for me because that was right up my alley from my previous experience.

Senator Felton's daughter, Mrs. Nielson, still owned the Snow Mountain Water and Power Company. She very often called me in for engineering advice in connection with the problems of the Snow Mountain Water and Power Company. And so I obtained an intimate knowledge of that company. That was the reason that I recommended to the East Bay Water Commission that they acquire this water and power company: it already had another reservoir site on the south fork of the Eel in Gravelly Valley upstream from the Cape Horn dam (which has since been developed as a storage reservoir).

In my study of the Eel river supply for the East Bay Water Commission I had the assistance of a fellow by the name of Frank Hewstan who had been chief engineer for the City of Oakland. He and I went out into the field and ran the lines and the tentative location lines from Potter Valley to the suggested San Pablo reservoir. That was only a tentative project for my report. Well, at that time there were no water rights to this water; none had been taken up



Foster: along the Russian river; this water from the south fork of the Eel river is the water that makes the river resort country.

Fry: And there were no previous water rights at that time?

Foster: No.

Fry: So you wouldn't have those legal difficulties to encounter.

Foster: At that time the property could have been acquired for about \$650,000, and it could have provided over a hundred million gallons of water a day; and in a further development they could have gone a few miles further north, thirty miles, or less--and brought in the middle fork of the Eel river and more than doubled the water volume. One thing that appealed to me--there was no other need for that water; it ran down the Eel river and into the ocean. It was not needed for irrigation as there was ample water from the Van Duzen river for the lands near the ocean.

Fry: Nobody was using it?

Foster: No, they weren't using it. There was plenty of water from here down to the ocean there at Arcata and Fortuna.

Fry: Would it have been much less expensive to bring water down from the Sacramento river than from the Mokelumne river?

Foster: The cheapest development would have been in connection with the use of water from the Sacramento river.

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Foster: Secondly would be the Eel river water as for the cost of installation; it cost more to use the Mokelumne river water because they had to build a dam. Here at the Eel river they already had their dam and diversion; it was utilized for the power and there already was a source of income from its electric power.

Fry: It would have been cheaper to use the Eel river than than the Mokelumne?

Foster: Yes.

Fry: What were the objections to using the Eel river water?

Foster: They didn't find any definite objections. You see, very little was known about the Eel river; it might as well have been in Timbuktoo because the Sierra rivers were the ones people always saw on their trips. And I never did get to present my plan; I simply turned it over to their engineer whom they had asked to review all plans. The man who presented the Mokelumne plan was a government engineer in the reclamation service and was very well known; he was quite popular. Arthur Davis was his name. He was a good speaker and gathered much support for his plan by his speeches.

With the construction of a storage reservoir below Potter Valley and just east of the town of Ukiah, the supply now serves all the area of Ukiah,



Foster: Cloverdale, Hopland, Santa Rosa, and Petaluma.

Los Angeles wants to take water from the Eel now too. Of course they have developed the Eel river supply within the last few years.

Fry: You made your Eel river plan up in the form of a report?

Foster: Yes, to the commission. But it was never publicized to the people at large.

Fry: Is the rainfall reliable enough up around the Eel river?

Foster: Oh yes, probably much more rainfall than in the Mokelumne river basin. You go further up here to Del Norte county and your yearly rainfall averages 60 to 80 inches. Around here it is about 20 to 23 inches; at Woodside it is about 36 inches. And about 30 inches in the Mokelumne river watershed.

Fry: Why do you think the Mokelumne river was decided upon finally as the source?

Foster: Well, everybody knew the Mokelumne river; they had gone to the Sierras and seen the high mountains with the snow and the streams. And San Francisco had gone to the Sierras for their water supply and there had been a lot said about their water being pure mountain water, uncontaminated. It was easier to get the general public to support water from the Sierras; that was it. I claimed that it was the agriculture interests that rightfully should have all the Mokelumne river water for the development of agriculture.

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has been found to be water from the river  
of course they have developed the river  
and within the last few years.

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CONSTRUCTION FOR HEARST MASTER PLAN  
AND ATHLETIC FIELDS, UNIVERSITY OF CALIFORNIA

Foster: From my professional work with Hyde and Derleth, plus supervising all the upper-class reading and problem sets and examinations and such things, Professor Derleth believed that I was making too much money, so I was given a regent's appointment in 1910 from July 1910 to July 1911 at a fixed salary instead. But that didn't stop me from doing a lot of Derleth's, Tibbett's, and Hyde's professional work; I continued that, and much of this gave me my first tie to the University.

Fry: Then you were officially a part of the University. You have mentioned to me that Derleth was Howard's structural advisor. What did Derleth think of Howard's ideas in general? For instance, his use of the granite rather than concrete and stucco.

Foster: You see, the use of concrete came later, about 1916. Merritt handled that, and when that came along I know I influenced Merritt a good deal in that I thought that many of the buildings that were not of monumental type--the library, the proposed museum, particularly buildings of that sort--should be entirely of concrete and with terra cotta partition walls. And so that's how I influenced some of the buildings; I got the

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Foster: backing of Derleth on that.

I was the first one on the Pacific Coast to use the scientific proportion of ingredients for concrete back in 1910. The first of such studies were made in the East and I copied their methods of analysis, grading of the aggregate, and used it here, first in the construction of the Men's Swimming Pool in Strawberry Canyon in 1910, and the concrete conduit. At that time John B. Galloway, structural engineer, was a partner of Howard's. Others working in Howard's office included Walter Huber, Henry Dewell and Niskian.

Fry: Well, if Mr. John Galloway was a structural engineer, where did Mr. Derleth fit in?

Foster: Derleth did the consulting work on structural design. You see, Galloway was a partner of Howard's. They were partners, but Derleth continued to do the consulting work for them for many years.

Fry: You mean he would help them here on the campus?

Foster: Oh no, at his office in San Francisco.

Fry: Didn't Howard in 1910 try to withdraw his agreement to do the campus work for 4% of total building costs? And the regents hired a Mr. Atkins for Buildings and Grounds department to have charge of furnishing Boalt Hall and the new library?

Foster: That was for the furnishings only; Atkins designed and supervised the making of all the furnishings for



Foster: the Library and Boalt Hall and many of the other buildings. Then later on Howard got around and got another contract with the regents in which he was to get 6% of everything that was done on the campus west of Piedmont avenue.

That's why Howard fought me, fought the development of the stadium in its present location--because it was east of Piedmont avenue and the fees would be out of his contract.

Mr. Howard and I often had clashes when I went in as University Engineer. For instance, the design and construction of the Women's Swimming Pool, located just north of the Hearst Gymnasium: he put his finger down unless he could take and review everything in the design.

Fry: This was before he had the agreement?

Foster: Oh no, that's when he had the agreement with the regents. But what tickled me was when Mr. Howard got my plans of the pool, he gave them to Professor Derleth to review and check. Of course, I was working for Professor Derleth, so he called me to his office and said, "Where are your computations?" and things of that sort. I showed Derleth my design, my computations, and so forth. The same procedure was done with Professor Hyde for the checking of the pipe lines,

The first thing I noticed when I stepped  
 out of the car was the smell of rain.  
 It was a familiar scent, one that had  
 been with me since I was a child.  
 The rain had been falling for hours,  
 and the streets were slick with water.  
 I looked up at the sky, and the  
 clouds were a heavy, dark grey.  
 The wind was blowing hard, and the  
 rain was coming down in sheets.  
 I shivered, and I knew I needed  
 a coat. I reached into my bag and  
 pulled out a heavy, dark raincoat.  
 I slipped it on, and the rain  
 started to feel like a warm blanket.  
 I looked at my watch, and the  
 time was 11:30. I had been  
 waiting for an hour, and I was  
 still here. I looked around, and  
 the other people were all looking  
 at their watches, too. It was  
 strange, but I didn't know what  
 to do. I was stuck here, in the  
 rain, and I didn't know how long  
 it would last. I looked at my  
 phone, and the battery was at 10%.  
 I had no signal, and I didn't  
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 looked at the other people, and  
 they were all looking at their  
 phones, too. It was strange, but  
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 It was strange, but I didn't  
 know what to do. I was stuck  
 here, in the rain, and I didn't  
 know how long it would last.

Foster: filter plant, etc.

Fry: You were working for them at the same time, so you in effect reviewed your own plans.

Foster: Yes, I was working for the University, but then on the outside I worked for Professor Derleth and for Professor Hyde, and so I got paid twice for the same job. (laughter)

Fry: But Howard, as you say, did get 6 percent instead of four.

Foster: Yes, he did get up to six percent and in that he was quite a stickler, very much of a stickler on his contract.

In 1909 Howard's office designed and built the Hygiene-Pathology Building; about 1913 they wanted more space so I designed the annex, the T section onto that building, but Professor Howard got his six percent of the cost of the structure. It was constructed partly by the Grounds and Buildings Department and partly by outside contractors.

Fry: He actually did go over the plans for everything, though?

Foster: Yes. And then time came to build the new running track in 1914. Well, I designed it and with Walter Christie, the track coach. I did a lot of research on things of that sort, but when it came to the construction Professor Howard put his foot down. He wouldn't approve of the design until he could review

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Foster: the plans and layout. But that didn't bother me because the Associated Students appointed a committee of three to supervise and approve all the plans on the running track and I was made chairman of that committee, so had the final say-so in the plans.

Fry: So you still had the last word; you reviewed your own plans again.

Foster: I still had the last word. (laughter) About Howard-- Professor Howard had lots of ability.

Fry: He really lived up to his reputation, then.

Foster: Oh, he lived up to his reputation and through it all he was always the gentleman. He never flared up over it and you never saw him blow up. He was always the gentleman. Of course, he could get up on his high horse over some things as when the stadium came along and the problems that came up then.

Of course, I'm still pretty sore about the stadium project because I was threatened on more than one occasion that if I were too vehement about my ideas on the stadium location and design they'd tie a bomb to me and kick me out of the University because Howard's plan had more or less been settled and accepted by the regents, and they didn't want to go through it all again. But I was a close personal friend with Professor Frank Probert, chairman of the



Foster: Stadium Committee. I could always go to Frank with my problems.

Fry: Who were the people who were so vehement about it?

Foster: Robert G. Sproul, particularly.

Fry: Oh, I see. Merritt was still there, wasn't he?

Foster: No, but Ralph P. Merritt was one of the committee on the selection of the stadium site.

Of course, later on, about 1925, I had advocated that they build a major stadium and pavillion for basketball and pageants on the Gill tract in West Berkeley, also a major building for the staging of the basketball games, pageants, and civic affairs. (In those days the Associated Students used to stage their basketball games in the Oakland Auditorium.) Then in addition it could be used for exhibits and big gatherings and conventions and things of that sort.

Fry: Yes, that's the tract up here north of the campus, is that right?

Foster: The Gill tract is located west of San Pablo avenue between Buchanan street in Albany and the Berkeley-Albany line.

Fry: Now, you had the other stadium here, didn't you, when the Memorial Stadium was built?

Foster: California Field? Yes. That was built in 1904.

Fry: Well, was that inadequate or was it that people wanted



Fry: some kind of a monument for World War I?

Foster: That was part of it, but the land was--you see, it was the site where the Hearst gymnasium is now located and they knew that it was a potential classroom building site. Then the thing was inadequate in size as to capacity. They wanted something for 50,000 or 60,000 seating capacity.

In 1917 I pulled or moved the bleachers apart in California Field to make the field large enough for the game of rugby. Rugby takes a wider field. I worked with Derleth on the design of the bleachers at the north end of the field. In 1910 I had worked and put in the drainage system. The playing field would get awfully muddy during the rainy season, as the soil of the field was a heavy clayey soil.

Fry: Is this the gymnasium for men now?

Foster: Are you thinking of Edwards Field? It was built in 1931. I started the designs about 1924, but it wasn't brought to light until about 1928. The meeting for reviewing the designs had been called off.

Later Frank Kleeberger, who was head of Physical Education for Men, was in Comptroller Sproul's office. Sproul had a telephone call, and Frank looked at the designs lying out on his desk and said, "When did you make these, Herb?" And I turned the plan around and



Foster: I said, "See the date? - 1924." He said, "Why didn't you show it to me? You are a dirty dog. We've been friends all these years and you didn't even let me know about this proposed development?" The plan was just coming to light then. The layout was finally adopted and became, on the southwest area, Edwards Field.





THE OFFICE OF ENGINEER BECOMES PARALLEL  
WITH DEPARTMENT OF GROUNDS AND BUILDINGS

Fry: The office of the University engineer always remained under the comptroller, didn't it?

Foster: Oh yes.

Fry: I noticed in the records that the University engineer was under the comptroller and the superintendent of grounds and buildings was under the president, until Campbell's term in 1926 when both positions were put under the comptroller.

Foster: I fought like the dickens to get that. It was true. But the superintendent of grounds and buildings was an appointee of the president of the University. When the comptroller's office was established Ralph Merritt developed his office to take over the Accounting Department and the Purchasing Department and the University engineer. When President Campbell came into office he took to himself B. F. Raber and Baldwin Woods of the Department of Mechanical Engineering as engineering consultants. They wanted to do and control all the engineering work of the outlying campuses.

Mrs. Woods was a rabid card fiend. And, of course, she played the organ down here at the Trinity Methodist church in Berkeley. But Baldwin Woods tried



Foster: to grab my job away from me.

Fry: Did he want to be the University engineer or to just have that office under his wing?

Foster: Have it under his wing.

Fry: Do you know what any of Woods' ideas were for Southern California at that time?

Foster: Mr. Woods went down to the Scripps Institution at La Jolla and once he saw the picture and the needs of repairs to the pier he took it upon himself to do something about it. Of course, at that time the Scripps Institution got practically no financial assistance from the legislature. It all had to come from the Scripps interests. He also happened to meet up with Clarence Wesley Crandall who was the business manager at the Scripps Institution. (Later on he was business manager for Ellen B. Scripps and E. W. Scripps' interests.) The two of them talked about the pier and Mr. Woods said he had to do something about the pier, so Crandall immediately notified me because we had been very close friends for many many years. (since 1911). Apparently a report had been made by Woods that came to the attention of Comptroller Sproul, so Mr. Sproul called me into his office and said, "Do you know anything about the pier at La Jolla?" I told him no, I hadn't been down there for some months--he hadn't assigned me to go down there.



Foster: He said, "Do you know anything about what the president's office is trying to do to get control of the engineering at all the outlying stations?" I said no, I didn't know it.

Fry: By "outlying stations" what do you mean?

Foster: The campuses and stations throughout the state other than Berkeley. He said, "Herb, you're in a bad way, aren't you?" I said, "Well, I don't know. I just heard from Crandall saying that he had seen Baldy Woods; he had commented on it."

I also found out that a report had been made by Professor Derleth. So I went out to see Derleth. And he said, "Well, I'll correct it." So he took the phone and he got President W. W. Campbell on the phone and said, "In my office is Herbert Foster, the University engineer, in regard to the condition of the pier at La Jolla." He said, "I had written a report and some recommendations about repairs to the pier. Foster has been the engineer for the University for 15-odd years; he has done a lot of engineering work for me over the years."

He said, "He is not the most brilliant student to come out of the University, but for all the years he has done things for the University he's never gotten the University or the regents into a bad situation."



Foster: He's done an excellent job. So long as he is still the University engineer you should go to him to get your advice and then advise me as to what you had in mind for repair to the pier. Follow his advice, thank you." And then he hung up the phone.

Well, I was called in the next day and President Campbell wanted to know what to do. I said, "All right, I'll go down there and I'll see if we can get the money for the repairs." It takes money to do such things. I contacted Mary B. Scripps and E. W. Scripps and they said that they would provide the necessary funds for the repairs, and it was eventually straightened out.

Fry: How did Campbell feel about Woods going down and making the engineering reports and so forth?

Foster: That was really Baldwin Woods' downfall, because he hadn't done the particular thing that he was assigned to do, i.e., look over the Vermont Avenue campus.

For years I had been working on the problem of combining the Grounds and Buildings Department and the University engineer's office. So Mr. Sproul had called me in to offset that because President Campbell had put a request in his budget for starting an engineer's office under the president. For years I had been trying to have the superintendent's office





Foster: of the Grounds and Buildings Department and the University engineer's office combined as one office because there was so much work that I as University engineer was doing for the Grounds and Buildings Department in connection with the campus utilities and the building construction, most everything of an engineering nature on the campus. So I told advised Mr. Sproul, "Why don't you make the Grounds and Buildings and the University Engineer's office into one department and take over complete supervision?"

And this he did. It got by. President Campbell had confidence in E. A. Hugill, the superintendent, because he was his appointee. He knew that he could talk to him and get results. So that happened in the early Twenties.

The comptroller's office used to have monthly meetings and at those meetings both Hugill and I would attend on an equal basis, and I continued to do the odds and ends of engineering design and supervision work for Mr. Hugill. Then, about 1929, I designed the two-story building to house the Grounds and Buildings Department, together with the offices of the University engineer. It is located east of Sather Gate. I then moved my office from the attic of California Hall into it.



Fry: Yes, both departments were under the comptroller; the break had been made and approved by President Campbell. After Sproul became president did both departments remain under the comptroller?

Foster: Yes, under the comptroller. The organization sort of broke up. When Ralph Merritt and later Robert Sproul was the comptroller it was part of the organization procedure to have a group meeting once a month, a luncheon meeting of all the heads of the comptroller's office. At those meetings we discussed certain problems that came up in the department. Someone usually had a prepared talk ready and then there were discussions. Oh, that procedure went along even when Sproul became president. He used to come over to those meetings; it was run then by James Corley. The assistant comptrollers from the other campuses usually would come to Berkeley for those meetings, from San Francisco, from the medical school, and from Davis, and from UCLA and Riverside. I don't think La Jolla was tied in at that particular time. But from the principal campuses we had a direct representative of the comptroller's office--he was called an assistant comptroller. I don't think they've had those meetings for 15 years now.

Fry: Were these meetings of the comptroller's office or--



Foster: Of the comptroller's office staff. And that included the engineer and also buildings and grounds. Just the top men, the assistants. Once in awhile they would bring in another member of their staff.

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## THE HUMAN SIDE OF A LARGE UNIVERSITY

Ralph Merritt, Comptroller

Fry: Ralph Merritt was your immediate superior while he was comptroller, wasn't he?

Foster: Yes. Ralph Palmer Merritt and I first got together in 1890 on the ranches of Henry Miller and Lux in the San Joaquin Valley. Merritt's father was the secretary to Henry Miller and at vacation times Ralph used to go to the Santa Rita ranch on the San Joaquin river, and I used to go to the Dos Palos ranch under D. A. Leonard. As kids that's how we first got acquainted. You remember I told how my father and Henry Miller grew up as kids back in Magdeburg, Germany from about 1830 to 1846 when they both ran away from home. Then here in California my father used to expert the books for the Henry Miller ranches and stores.

When Ralph came to college he and I made our contacts again. Ralph Merritt grew up in Oakland, lived on 35th street and Telegraph avenue. A couple of blocks from there he met his future wife, Varina Morrow.

Of course, Ralph majored in agriculture and I

THE WINDS OF CHANGING TIMES

Reflections on the American Scene

The American scene is a vast and varied one, and it is one that is constantly changing. The changes are not only in the physical landscape, but also in the social and economic structure. The American people are a people of great energy and initiative, and they are always striving to improve their lot. This is the spirit of the American dream, and it is the driving force behind the success of the United States.

The American scene is a scene of great contrasts. There are the great cities, with their skyscrapers and their bustling streets, and there are the vast, open spaces of the West, with their rolling hills and their wide, open plains. There are the great industrial centers, with their factories and their mills, and there are the quiet, rural communities, with their small farms and their simple lives.

The American scene is a scene of great diversity. There are the many different ethnic groups, with their different customs and their different languages, and there are the many different religions, with their different beliefs and their different practices. There are the many different social classes, with their different ways of life and their different values.

The American scene is a scene of great opportunity. There are many chances for success, and there are many ways to improve one's lot. The American people are a people of great ambition, and they are always striving to reach the top. This is the spirit of the American dream, and it is the driving force behind the success of the United States.

The American scene is a scene of great hope. There are many things that are still to be done, and there are many challenges that still need to be met. But the American people are a people of great courage and determination, and they are always ready to face whatever comes their way. This is the spirit of the American dream, and it is the driving force behind the success of the United States.



Foster: used to marvel at his ability. The day he graduated Ralph Merritt was making \$5,000 a month, where the ordinary person was making \$75 or \$80 a month. He was graduate manager of the Associated Students and he was secretary to President Wheeler. Of course there was a tie to Wheeler because they both belonged to Alpha Delta Phi fraternity. He held the position as president's secretary for several years.

Then he and Varina got married and started for Europe for their honeymoon. He got sick on the way. (Ralph, as a boy, hadn't been too rugged; his father wanted him down on the ranches in summer vacations.) So Ralph came back and got a job as manager of the Miller and Lux ranches. I think his starting salary was \$10,000 a year.

He didn't stay with Miller and Lux for many years. Ralph gave up his job when Henry Miller reprimanded him for befriending one of the cowboys who fell through a fence or gate and in his fall accidentally was shot by his own pistol. At that time Merritt came along in his automobile and took the cowboy to the hospital for treatment. Henry Miller objected to this procedure and pampering, saying, "There are lots of cowboys, lots of men, and you don't have to baby anybody." But that was Merritt;



Foster: he looked after and had an interest in all his people that he had contact with.

I recall that his week's program of work was to start out from San Francisco and go all the way down to Bakersfield and then come up through the valley visiting all the Miller and Lux ranches. Anyhow, this incident brought a break between Miller and Merritt so he quit.

Ralph Merritt was a close friend of Guy C. Earle. You should get an interesting story about Guy C. Earle, his early life and rise to fame and fortune. It was at that time when the "pink lady," Victor Henderson, was the secretary of the regents; he was a fine man but not too strong as a business man.

Fry: Where did this name of "pink lady" come from?

Foster: I'll have to go and find out from Frank Stevens just how it came about. But Victor Henderson wasn't too strong a manager and the University was at a sort of low ebb in regard to getting funds from the legislature and so forth. And so Guy Earle and one or two of the other regents thought they should have a capable business manager, a comptroller. And that's how the regents created the position. Merritt was offered the position and made comptroller. And the "pink lady", Victor Henderson, continued to be secretary to the Board of Regents. Then after a few years



Foster: he resigned from the University and traveled. And so Ralph Merritt became both comptroller and secretary.

But there were certain particular principles that Merritt held to. I recall he heard me one day say that I worked for Ralph Merritt. And he came over to me and said, "You don't work for Ralph Merritt, you work with Ralph Merritt. We both work for the University of California, so don't forget that."

And he also pushed me into contacts with many of the regents. He often said, "Contacts, outside contacts for the University are the biggest asset that the University can have;" he said, "make contacts." He also said, "Don't be afraid to do a little bit more on your job. The job will repay you." In all the years I was there with Ralph Merritt I never asked for a raise; it was automatic.

When I had been to one of the various campuses or stations on business, the first interview I had when I'd return was with Ralph Merritt. He'd ask me what I'd found out, what did so-and-so say; he felt that the comments that people would make to me might be a lot different than what he would get in his contact with them. It was to get the undercurrent and the attitude of the other University personnel.

Fry: All through the regents' minutes there was not really



Fry: any mention of anybody who worked for the University except Ralph Merritt. Often they would pass a resolution, every month or so, commending the work of Ralph Merritt. Is this a reflection of the true state of affairs?

Foster: In going to the regents' meetings Ralph Merritt usually dominated the meeting.

Fry: Over Wheeler?

Foster: Yes. He dominated the meeting. He was virtually the head of the table; he dominated the meeting. He would review the problems of the University at hand and give ideas of solution for each particular problem. And the regents would usually follow his advice. But, as I say, it was so different later when Robert Sproul came in as comptroller and secretary. For years the regents didn't take Sproul under their wing.

Fry: You mean when he was comptroller?

Foster: Yes.

Fry: Where was Wheeler in all this? Now at each regents' meeting Wheeler gave a report, and then was that about all that he did?

Foster: Of course, the relationship between Ralph Merritt and President Wheeler was a very close one. As I said, Merritt had been Wheeler's secretary, had written many of these regents' reports for Wheeler. So

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 Merritt has been in the secondary, and I think  
 many of these records report for a long time.



Foster: Wheeler was influenced a good deal by Ralph Merritt.

Fry: Was he a sort of power behind the throne, then, in the early second decade?

Foster: Merritt? Oh, yes; but it was all done thoroughly. Merritt rarely left the campus to go to San Francisco or to go to Sacramento or to Fresno without taking somebody along with him. It might be a student; it might be a professor; it might be a businessman whom Ralph Merritt would take along on the trip, continually cultivating friends to know the inside workings and policies of the University.

Fry: Merritt also helped a great deal when Wheeler's health started breaking, didn't he?

Foster: Another thing about Merritt, at least in his relations with me, he always gave credit where credit was due. He wouldn't go to the regents and say, "This is my report." He would say that someone had made an investigation or study and he'd give them the credit. On the many things that I did he'd give me the credit, so it gave me standing with many of the regents. And then, as I say, he pushed me toward the regents-- found things I could do to help A. W. Foster, John A. Britton or to go to Louis Taussig or any of that group. As I say, those are the advantages that he gave me. "Come to the regents' meetings. Get those contacts," he would say.



Fry: You started to tell a little story about Earle. Did Merritt get his position through Earle?

Foster: I think principally so. He had the backing of Earle and his brother.

The Earle boys had come as kids with their mother to Independence, down near Fort Independence in California; the father had died. The kids used to go out and pick berries; their mother used to make berry pie and the boys would go over and sell them to the personnel at the fort--Fort Independence. Guy got the love for the out-of-doors. Both boys got a good education; his brother, of course, started the Earle Fruit Express, which was the forerunner of the refrigerator car system that we now have all over the nation. His brother didn't like to go back to the old place at Independence. But Guy C. was the outdoor man. I've been on a couple of trips with him; he liked to ride a horse; he'd get on a horse and "Whoa," he says, and hollers and shouts and things of that sort like the real cowboy. He used to go fishing a good deal up in the Feather River.

The development of the Great Western Power Company was his dream, the development and construction of Lake Almanor and the building of the Western Pacific Railroad up the Feather river and over the Sierras.

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Foster: And I recall one time he was particularly happy. He had gotten back from a meeting of the stockholders of the Western Pacific Railroad in New York. The New York financiers thought they saw a chance of gobbling up that railroad. But Mr. Earle reported that all the bonds and things of that sort had been picked up. He had kept the control of the Western Pacific Railroad out here on the Pacific Coast.

Fry: His influence was very widespread, wasn't it?

Foster: Very wide. Oh, but the thing is that I see in reading about some of the regents of today is that they don't seem to have the same attitude toward the University, the bigness of doing things for the University.

Fry: You mean...

Foster: The vision they used to have in the development of the University. One thing that Merritt used to do, and I don't think the regents' Grounds and Building Finance Committees do it today: the regents would come over to Berkeley every couple of months and go around the campus and review and see what they wanted to do for a new building or a development here and that sort of thing. They knew the details and the conditions at the site of development.

Fry: They actually saw the physical object.

Foster: Yes. They saw what the problem was and made their

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Foster: plans for accomplishing it.

Fry: Is it because we have built up our empire now and our pioneering spirit is gone?

Foster: I don't know. I don't know what's happened. I don't have the contact. I don't have the close relationship to the University or to the people making these plans. I don't get the confidence of the present Board of Regents. I don't know; it's beyond me.

Fry: It's so complex now, too; it's almost too much for one man to educate himself about.

Foster: One thing, I was glad I was at the University during my years. We kept the control of all the engineering for all the campuses here in Berkeley. And therefore we had a closer contact and knew what they needed.

Fry: So that one man like Merritt really could be a center point for knowing all this information and at the same time disseminating it to the regents and other influential people.

Foster: Yes. Another thing is this. In recent years, well, I call it organization. There's too much organization. They build up big organization and divide all their duties and things of that sort and they don't get the centralized picture so that the person knows what it's all about.

Fry: No one person has a comprehensive picture of the





Fry: needs, is that what you mean?

Foster: Yes, that's true. That is one of the big problems.

Fry: Do you think that this really does affect our communication with the legislature?

Foster: I think it might. I can't see how it could be otherwise. But, as I said, a good part of it is the relationship of the regents and the contact of the regents with these various problems, the overall picture.

Fry: Merritt did so much, as you pointed out, on a personal level, actually being able to get down and play poker with the legislators in the capitol back rooms.

Foster: Yes, but, as I say, it wasn't only that the University became more complex. We've got to be very emphatic that after Ralph Merritt pulled out from the University it took Robert Sproul quite a few years to gain the confidence of the regents.

Robert G. Sproul, Comptroller and President

Fry: Do you think that Merritt was able to help Sproul set up any system of contact with the legislators that carried over very much when he took over?

Foster: Well, they were two different personalities, very different personalities, and then--



Fry: You mean his and Sproul's were different?

Foster: Yes. I've told you a story about Sproul, haven't I?

Fry: No, at least not on tape.

Foster: In the early part of 1914 there was an embezzlement at the University. The cashier, Harry Wright, borrowed some money from the University to play the horses at the Shell Mound (Emeryville) race track. You take the cashier of an institution as big as the University of California--it carries dignity and prestige. Yet he was being paid only \$75 a month.

Fry: Was this under Merritt?

Foster: Yes, he'd been there; some years before that in 1902 McKowen, the former cashier, had done the same thing, played the ponies at Shell Mound Race Track and borrowed the money from the University till.

Fry: Because his salary was so low, or...

Foster: Yes, and Harry Wright was a likable guy. Many of us never blamed Harry Wright; we blamed the organization. This happened only a short time after Ralph Merritt came into the picture as comptroller. Merritt had picked a successor for the position of cashier and assistant to the comptroller. Paul Cadman, a very promising young economist, a graduate of the University and tops in his line. I recall that in the late spring or early summer of 1914 I was on the second



Foster: floor of California Hall. Ralph Merritt came in and came directly over to me and said, "Herb, I've got bad news. I've just been up to see Paul Cadman and Paul has tuberculosis, and his doctor said he will have to go and live on the desert for a couple of years. What the dickens am I going to do about a cashier and an assistant?"

And I said, "Well, how about this kid who graduated last year in engineering? He's working for Charlie C. DeWolf, the personnel officer for the City of Oakland. I've known this kid for years. He used to go out for track while in college. You might remember him; he had a big bellowing voice; he used to announce the events at the track meets. I knew the kid from high school and before that when he lived at 26th and Noe streets in San Francisco. I'll go in and call up this fellow DeWolf. I've known Charlie for a number of years and I think he'll be free to talk with you."

So I did. I went into Mr. Merritt's office and phoned him and told him my boss wanted to speak with him about Bob Sproul. Mr. Merritt talked with DeWolf and asked him to send this lad out. So Bob Sproul came out the next day, had the interview with Mr. Merritt, and he got the job as cashier.



Foster: I related this incident to Dr. Kerr several years ago after that at some function for one of the comptroller's office force who was retiring from the University. Ida Sproul was pouring. I related to a group about telling Dr. Kerr this story and said, "You know when Bob worked down there in the City of Oakland he used to take a lunch and eat it down in that little plaza in front of the City Hall. Oh, there are a few others that used to do the same thing. I remember one kid, she worked for Frank Mott, the perennial mayor of Oakland." Then I nudged Mrs. Sproul. I said, "You remember that kid, don't you, Ida Wittschen?"

And she turned around and she said, "Yes, now let me tell the story." She said, "Yes, I worked there in Mayor Mott's office and I used to take a lunch and eat it on the plaza and that's how I got acquainted with Bob Sproul. And later on I married him. In those days Herb's wife Milicent would call me or Herb would call Bob and say, "Come out to the house tonight and do our baby sitting; we're going out to a dance or a party." And so Ida and Bob were our baby sitters before they were married, and they continued as our baby sitters for years after they were married. So that's my contact with Bob and Ida Sproul.





## Sproul and Merritt Contrasted

Foster: One thing that I wanted to bring up was the attitude of Sproul. After Merritt left Sproul of course saw his opportunity, and he was moving ahead pretty fast. So he wanted to get credit for everything. I know when I'd write reports on University problems Sproul would often take them and rewrite them and take them into the regents' meeting as his own. He wanted to be the big shot, in other words.

Fry: Did Sproul have the same intuitive knowledge of public relations that Merritt had? Was Sproul very good at this sort of thing.

Foster: He wasn't of the same caliber as Ralph Merritt. Well, I can explain it to you this way. Ralph Merritt promised Guy C. Earle and some of the other regents that he would only stay a limited number of years with the University until he'd gotten the University on a sound financial footing in all its relations, including its contact with the legislature. And of course the First World War came along and he became food administrator for California under Herbert Hoover. Then that position was expanded to take in all Pacific Coast states. There are many interesting stories of Ralph Merritt and how he handled his job of food

Special and General Contract

The first step in the process of the contract is to identify the parties involved. This is done by the contractor and the client. The contractor is the one who is responsible for the work, and the client is the one who is providing the money. The contract is a legal document that outlines the terms and conditions of the work. It is important to read the contract carefully before signing it. The contract should specify the scope of the work, the timeline, the payment terms, and the responsibilities of both parties. It is also important to have a copy of the contract for your records. The contract is a binding agreement between the contractor and the client. It is important to understand the terms and conditions of the contract before signing it. The contract should specify the scope of the work, the timeline, the payment terms, and the responsibilities of both parties. It is also important to have a copy of the contract for your records. The contract is a binding agreement between the contractor and the client. It is important to understand the terms and conditions of the contract before signing it. The contract should specify the scope of the work, the timeline, the payment terms, and the responsibilities of both parties. It is also important to have a copy of the contract for your records.

Foster: administrator. I recall a meeting at the wholesale food exchange in San Francisco; there were the representatives of the different produce houses and things of that sort.

Fry: Oh, they sent their representatives to this?

Foster: Yes. The door closed and they were bidding on the price of the various commodities. It was usually the last price of the market of the day that went out over the wire setting the price of that commodity for the coming day or until the next time they would meet. Of course, at the end of the market someone would bid up prices in order to increase their bid price, although no sales were made at this price. But Merritt wouldn't go along with this procedure, he made them use the average of the prices of the actual sales that were made that day as the price that would go out over the wire. They challenged his authority.

Fry: Yes, I can imagine.

Foster: He said, "As food administrator of this area under the direction from the President of the United States, I will continue to do this and do that."

I recall another episode. Mr. Merritt was going up to Sacramento about the rice industry; it was a deal with the rice dealers. I met Mr. Merritt on the train returning to Berkeley and I said, "Well, you



Foster: had a big day." He said many of them in committee had challenged his authority on things of that sort because they wanted to set a fictitious price for rice. He told them, "I have certain contracts for the purchase of rice now stored in various warehouses that I could acquire, and today I bought a mill to mill my own rice and set the price at such and such." He was a man of vision and things of that sort. He won his point and kept down the price of rice.

His contacts with the government during that food administration stood him in good stead later. He got all the prices of commodities from all over the United States so he knew the price of things of that sort.

Fry: This helped him later on with his raisin industry.

Foster: Yes. Of course, he had to play politics and he had to pull chestnuts. Later, the Raisin Growers' Association put him on a job and paid him \$100,000 a year. You know you must have some ability to do that. But when he had to play politics he pulled chestnuts for some of the raisin interests, and it put him in the doghouse.

Fry: Why?

Foster: Well, because they were conniving--illegitimate business, and things of that sort.



Fry: You mean later, much later.

Foster: Yes. I've always kept in contact because Ralph Merritt has asked me to come down to Los Angeles and visit him; we keep in close contact like that.

Fry: I'm not sure that I have really in mind the contrast between Sproul and Merritt. I'm wondering how Sproul would handle the regents, for instance, that was different from Merritt's handling of the regents?

Foster: He didn't. They handled him.

Fry: Oh. In other words he was not the person who could stand up forcefully and say, "I am an authority."

Foster: It took quite a few years before they accepted Mr. Sproul as the leader of the comptroller's office. And then again they must have sensed that he was trying to pull himself up. Of course he always had that wonderful voice.

Fry: How does this help him?

Foster: To meet the public and in his talks and things of that sort. Mr. Merritt was no public speaker. Also, there was this kid, Harold Ellis, there in the early Twenties. When Mr. Sproul was contact man at the legislature of Sacramento this young reporter, Ellis, for the Sacramento Bee up there, knew agriculture and used to take Sproul to task on many subjects. In a little trip over to Davis this reporter mozied along,





Foster: and he influenced a good many of the senators in California. And I recall that I told Bob Sproul, "The only thing to do with a fellow like Ellis is to hire him." And so he did. That was Harold Ellis; he came down to Berkeley as the University's publicity man about 1923. Of course, I knew Harold Ellis in connection with the filtration plant at Sacramento. He was working for the Sacramento Bee. After Harold and his family moved to Berkeley, he often pointed to me and he said, "You know, when I came to Berkeley this was the first fellow that took me in; he took me in his home and gave me food and gave me a roof over my head." I'm happy to still be close to Harold Ellis and his wife.

Fry: How would you evaluate Sproul as a comptroller and Sproul as a president? In other words, in which job did you think he was better?

Foster: I would hesitate to say. When Sproul became president, as I said, he very often attended the comptroller's staff meetings; he tried to carry on the dictation of the policies of the comptroller's office even as president.

Fry: I've heard that said of a number of departments under him.

Foster: He tried to dominate the policies.



Women's Faculty Club and Men's Faculty Club

Fry: Another thing that you might tell about is the beginnings of the Women's Faculty Club here on campus. You said that your wife, Milicent---

Foster: Well, it was when I was working for the civil engineering department. My wife, being close to the Derleths and Hydes and Etcheverrys, was invited around socially with that group, they, together with Mrs. Wheeler, wife of President Benjamin Ide Wheeler, started the Women's faculty group back about 1906 or '07.

Fry: What gave rise to this, do you know?

Foster: Social only.

Fry: And there wasn't a really organized group of women here before that?

Foster: No.

Fry: What sort of functions did they have at first?

Foster: Oh, they used to have parties and they used to invite their husbands and other couples on the faculty to dinners and dances. Milicent and I often went to Derleth's home on Webster street and up at the Hydes' home on Buena Vista Way, who had a big home. And then the women's group used to meet over in the women's gymnasium, Hearst Hall.

Women's Society of the Methodist Church

As you think that you might help in the  
formation of the Women's Society of the Church.

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It was when you were in the city of  
Cincinnati, Ohio, that you were first  
introduced to the work of the Women's Society.

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Fry: What did they do for recreation then?

Foster: Well, they played cards. They had social teas; I used to attend at their faculty teas when the husbands were invited.

Fry: The husbands came along?

Foster: Well, they invited the husbands, too. Of course, you see, the husbands had already had their club started. They took over the Pyra Club and the old D.A. (Dining Association House), which was operated by the students under Brasfield as an eating establishment.

Fry: For faculty men.

Foster: Yes. It originally started as the Pyra Club. That was a group of boys who lived in an old shack that later became the faculty club where they lived. The faculty men ate their meals at this other place, the D.A. (The Pyra Club boys were the fire department on the campus.) And then when I was at college the men used to have luncheon and later on dinners at this place that was called the D.A., the Dining Association.

Fry: Explain to me who these members of the Pyra Club were. Students?

Foster: Yes, students.

Fry: And then that became the dining club. Well, does this lead into the Men's Faculty Club?



Foster: Yes. Later on the University took the building away from the Pyra Club and it became the faculty club until a new clubhouse was constructed.

Fry: There at that spot?

Foster: Yes.

The first of these is the fact that the  
 University of Cambridge has a long  
 history of excellence in the field of  
 research and education. This is  
 reflected in the fact that it has  
 been ranked as one of the top  
 universities in the world for  
 many years. The quality of its  
 teaching and research is  
 widely recognized and respected.  
 This is a testament to the  
 dedication and hard work of  
 its staff and students.



## NEW CAMPUSES ARE BORN

Davis

Foster: Professor Howard did some work at the University Farm at Davis. Cunningham and Politeo were the architects for the first main buildings for the University Farm at Davis. Of course, one thing early in the development that Howard did was the elevated tank and one of the other buildings. And a few years later the first administration building was constructed. Of course I knew Huber, Walter Huber. The principal construction problem here at the Davis campus are the soil conditions. I advised Walter Huber that one has to prevent the water from getting into your foundation, and so on all the buildings at Davis we put skirts out from the foundations to drain water away. When I go to Davis now I often go around, inspect, and see if I can find any cracking in those old foundations and things like that that I put in back in 1911.

Fry: And they are holding up pretty well?

Foster: Yes, but that was the result of my experience with Professors Hyde and Derleth and with Fred Tibbetts. It was the practical application of the things that I learned in class through these instructors who were

# WORLD HISTORY

## 1914

The outbreak of World War I in 1914 was a result of a complex set of factors, including the assassination of Archduke Franz Ferdinand in Sarajevo, the alliance system, and the arms race. The war was fought between the Central Powers (Germany, Austria-Hungary, and the Ottoman Empire) and the Allied Powers (France, Britain, and the United States). The war resulted in the deaths of approximately 16 million people and the redrawing of national boundaries.

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Foster: tops in their line.

Fry: So that you could become the technician. When did you start your own work on the Davis campus?

Foster: The regents started acquiring the property for the University Farm in 1906. There was a fellow by the name of Moore that had come out from the University of Iowa, the agricultural school at Ames, Iowa. He was going to take some work at the University in agriculture. So I interested him to help me in making the surveys of the property lines, setting corner monuments and making a detailed topographic survey. And we made the surveys. I ran out all the lines according to the deeds, and at the same time we made topographic surveys, so I got all the contours and made a map showing all the contours of the original acquisitions of the University. I recall that--it must have been in the late Thirties. In the office of the irrigation department they were planning to lay out some new drains in the northwest corner of the Farm. They had a rough sketch map of the proposed development. I told them about the old ditches of the Putah Ditch, which traversed the area, and told the group that they would have to get more detailed information. Professor Frank Veihmeyer, head of the irrigation department, said, "I have an old map."

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Foster: He went and dug out the map and he said, "I have to be careful of this. It is the only one we've got." I looked under the corner of the map, and I said, "This is mine." It was my initials, HBF, and there was a date, 1906.

Scripps Institute of Oceanography

Fry: When you worked down at Scripps, you designed that pier?

Foster: Yes, the design was all mine, including the sea wall. The first building of the Scripps Institution in 1911 was designed by a man who was an engineer in the Santa Fe Railway Company office in San Diego. I worked a little bit with him on that first building. I was not at La Jolla when the contractor started that building. When I returned I blew my top because they had located the building too close to the cliff. So the next year it was up to me to construct a sea wall to prevent the sea from picking that building off.

I got to the Scripps station once when there was a big storm ragin that brought in and piled up tons of gravel onto the beach in front of the station. I told Clarence Crandall, who was the business manager, "Clarence, this gravel is too valuable to lose. Let's reclaim it." So we got some trucks and things of that sort and went down on the beach and hauled tons--



Foster: cubic yards--of this material up on the bluff for later use. It would not have stayed long on the beach because the next storm might have happened in the other direction and washed all this gravel out again--out into the drink.

Fry: E. W. and Ellen B. Scripps were the ones who supported the Scripps Institute?

Foster: Ellen Browning Scripps was E. W. Scripps' sister. The two of them contributed most of the money that built the Scripps Institute in its early years of development. You see, Ellen Browning Scripps lived in La Jolla, and E. W. Scripps lived easterly at Miramar. And during the early construction of the institute he'd come over and he'd ask me about this and ask about the work. He was very much interested in the construction program. And during the construction he'd say, "Well, how much would this cost and how much would that cost?" A couple of days later he'd come over with a check to do this and do that. He and his sister were the fairy godmother and godfather of the institute.

It used to get my darn goat, even back in those years--I'd tell the University authorities at Berkeley that they ought to get more land up on the mesa. You see, the University acquired Pueblo Lot number 1298,





Foster: comprising 163 acres, and right from the start I wanted to get other lands up on the mesa for the future development of the campus. That's what they need now, and that's what they know and they are going to pay through the nose to get it.

Fry: Do you think Scripps would have bought it then?

Foster: Yes. Barnhardt, (or as my kids used to call him, "Barnyard Hardt") one of the zoologists, wanted a little place of his own; he had a family of three or four children and he didn't want to live in one of the cottages; he wanted to get his own place. Well, E. W. Scripps gave him his place, an acre or more on top of the hill adjoining the University property. The same with F. B. Sumner and one or two others at the station.

Fry: Was there any sort of difficulty in negotiating with the county for these lands?

Foster: No. You see, La Jolla is about the geographical center of the City of San Diego. The City of San Diego was one of those pueblo towns that was established by King Philip of Spain and when they settled in Mission Valley they had to have all these mesa lands for their farming and cattle. So when they set up the City of San Diego, the property line extended northerly to near the point at Del Mar.



Fry: Well, how did the city feel about this being taken over by the University?

Foster: Well, it added a lot to the city.

Fry: I guess the main objection is usually that it takes it off the tax rolls, and was this already off?

Foster: Thousands of acres of this mesa land was within the original pueblo lands of the City of San Diego.

Now they're making all sorts of developments on the mesa. Someone is buying it up for a housing development. That's why the University is going to go up there. The fellow that helped me make the surveys of the Scripps Institute property in 1912 was none other than William E. Ritter, the director of the station.

Fry: Now, he was, more or less, the great academic father of Scripps, wasn't he?

Foster: Oh yes.

Fry: How did he get to know the Scripps? Apparently there was a very close relationship there.

Foster: His wife was women's physician here on the Berkeley campus in the Nineties.

Fry: That was long before they went to San Diego then.

Foster: Of course, there were those early years of the Scripps Institute when the Ritters lived on the second floor at the west end of the first building, I lived with

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Foster: the Ritters when I had to make trips to the institute.

Some years later a home was built for the director.

Fry: How did he get interested in La Jolla, do you know?

Foster: I don't know.

Fry: What were the Ritters like? Was Mrs. Ritter a very active person there?

Foster: Mrs. Ritter? Well, yes and no. But a most lovable fine creature was Ellen Browning Scripps. Sometimes in the early development of this station I had to be down there for weeks at a time. Ralph Merritt said, "You can't go away and be away from home and away from your family." He would say, "You take your family along to La Jolla. The University will pay for a cottage or whatever you have down there." Merritt set this principle as a rule; and also at Davis in the early years I sometimes stayed over for the weekend and worked both Saturday and Sunday. Merritt would say, "On Friday night you come home to Berkeley. The University can well afford to pay you to travel back and forth." He would say, "You have a family here and you have to keep in contact with your family. And you can go back Monday morning."

And so when I went to La Jolla on work assignments I would take the family with me and get a house in La Jolla. We visited around a good deal with the



Foster: Ritters and Ellen Browning Scripps. And of course the fellow that we got close to was Clarence Crandall, Clarence Wesley Crandall. He was instructor out at the State Normal School in San Diego and he also was the captain, the skipper of the boat operated for the station research work. And then later on he became the business manager of the Institute, and then later than that he became the business manager for all the Scripps interests. His future wife was going to College at Berkeley and graduated in 1911--Laura Stewart Crandall. And she still lives down there in La Jolla.

Fry: Tell us more about Ellen Scripps. You visited in her home down there?

Foster: Oh yes. Very gracious and very appreciative of things, but she'd ask lots of pertinent questions about how we do this, and why we do this and shall we make provision for this thing, or should we have a clubhouse where the people can get together. It was a couple of miles from--as my children named it--from "Bugtown" to La Jolla. Bugtown was the Scripps Institute.

Fry: So she really---

Foster: Had a keen interest in what was done and how it was to be done.





Fry: Her whole attitude was one of simply giving almost unlimited support to this project?

Foster: Yes.

Fry: That's what the University needs now. (laughter)

Foster: Yes, but not to take it from you and me in the way of taxes for the state. To me this is vicious.

Fry: Her brother, E. W., would come down too, you say. Did he more or less want to keep a check on what was going on, or did he let her have free rein?

Foster: No. During those early years of the construction development period he came over quite frequently from his home at Miramar. Of course we often had parties and things of that sort over at his home in Miramar; he'd invite us over. On the job he'd ask lots of very pertinent questions, and when he'd see the advantage of something he'd say, "Can you get me some sort of an estimate as to how much it would cost?" And the next time he'd come over, he'd bring a check. Of course the check went through Clarence Crandall, the business manager.

#### Riverside

Fry: What was John Galen Howard's relationship to architects on these other new campuses, like Lester Hibbard, the architect, at Riverside?



Foster: (Laughter) Just recently while in Los Angeles I walked around just to look at one of Hibbard's first jobs. Lester H. Hibbard had done a job for the Santa Fe Railroad in fixing up their offices in Los Angeles, and I reported on what I thought of the job and architecture of Lester H. Hibbard and his partner, Cody. (Incidentally, Hibbard was a graduate from the Department of Architecture of the University of California at Berkeley.) Their firm got the job of designing the buildings for the new campus at Riverside. It was Herbert Foster that went out with them and said, "We'll put the axis here; we'll put the buildings back here and we'll do this and do that."

Fry: Who did that?

Foster: Herb Foster. (laughter) It was funny the things one did just as a matter of course. You set the thing and it was that way.

Fry: What did Howard have to do with these campuses? Anything?

Foster: Nothing. His work was on the Berkeley campus only.

Fry: This was not his domain, then.

Foster: No. Berkeley was the only campus. Well, no, I'll take that back. He did some work at the Davis - the elevated tank and another building. But usually Berkeley was his only campus.

(I am) just recently while in Los Angeles I  
 had a chance to look at one of Richard's letters  
 which he had done a job for the  
 Santa - Barbara in looking up their office in Los  
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Foster: I often went south with Ralph Merritt, the comptroller, on his business trips. Once we'd been down to La Jolla in the fall of 1914. The state had appropriated funds for the acquisition of the site of the citrus experiment station in Southern California. And this particular day we went into the San Fernando Valley with three of the members of that committee on the selection of a site. It was about a mile west of the town of San Fernando, as I recall. That was the site that was selected by the committee for a citrus experiment station.

Fry: Was this a regents' committee you went with?

Foster: No, I don't think so. It was a committee appointed of people in Southern California to make recommendation for a selection of a site for the citrus experiment station.

Fry: I wonder if these were any of them--E. D. Parker, John T. Wilson, W. F. Cronemiller, L. V. W. Brown, S. C. Evans and Regent Mills?

Foster: I wouldn't be able to say definitely. Well, this day when we were out in San Fernando Valley--and I know Ralph Merritt has mentioned this several times--I took him by the shoulders and turned him around and pointed up the valley. I said, "You see that pipeline that comes through the mountains up there? That's part of

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Foster: Los Angeles aqueduct system from the Owens river development. It brings the water down and conveys it into Franklin #1 and Franklin #2 reservoirs. That development was made by the Metropolitan Water District of Los Angeles." (I know something about this development and acquisition because I did a lot of the engineering work for Charles G. Hyde and Lippincott and Charles Grunsky during the court cases about five years previous, in 1909.) "Ralph," I said, "there's very little underground water in the San Fernando Valley." You never saw water in the Los Angeles river except when the thing was in flood time. I said, "If you locate the citrus experiment station here you'd be at the mercy of the Metropolitan Water District for your water. For Lord's sakes, Ralph, acquiesce to the selection of the site here."

And he said, "Herb, where would you go for a suitable site?" And I recall I said that if I were locating a citrus experiment station I would go somewhere along the Santa Ana river, probably in the vicinity of Riverside. We went back to Los Angeles to contact the banks and we also contacted Mr. Henry Gage, who had developed the Gage canal system from the Santa Ana river above Colton, and that's how the present site, east of the city of Riverside, was





Foster: selected. I assisted in making the original surveys of the site later on.

Fry: I guess there was much indecision about that site; the regents themselves were pretty well divided on this San Fernando Valley versus the Riverside sites, after Riverside's hat was thrown in. Then didn't Pomona make an offer right at the last minute?

Foster: Yes. Then, of course, later on that was stimulated somewhat when W. K. Kellogg and Jimmy Rolph, former mayor of San Francisco and later governor of the State of California, got to playing around with horses and so forth, and W. K. Kellogg and his wife gave the Kellogg ranch just west of Pomona to the University, with all those Arabian horses. I went down there-- oh, I had big ideas for the development of the ranch. I started some of them. One of the stipulations was-- from W. K. Kellogg--that the University had to keep his former superintendent. I usually found his superintendent either drunk or sleeping. (laughter) But they used to put on some wonderful horse shows there at the ranch on Sundays and holidays. You see, as I understood it, Kellogg had the second largest string of Arabian horses in the world. Lady Wentworth of England had the largest.

Fry: Well, what did the University do with Kellogg's

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Fry: property right at first?

Foster: Well, the University just kept the ranch going and operating and they didn't get a chance to move agriculture into the thing or to make any agricultural developments or to use it as an agricultural station. The main project seemed to be Arabian steeds. And later they had a chance to liquidate the property and get out with pretty near a million dollars, so they thought that was a pretty good thing.

In 1918 the legislature appropriated additional funds to start a farm school in Southern California somewhat like Davis. The "farm school tract" was purchased in 1919 and comprised about 300 acres of land added to the Riverside campus adjoining the City of Riverside to the west and the Riverside Farm School on the east. The authorities at Berkeley soft-pedaled anything about the development of a farm school; they didn't want to start anything at that time like we had at Davis. Some years after the acquisition of the farm school tract I tried to get the University authorities to buy some land north of the main citrus experiment station tract, east of the highway. They finally bought these same lands about 1945 for the development of the Riverside campus.

Fry: What did they actually do after soft-pedaling the

... right at first ... the University just left the money alone ... didn't let a chance to move ... take any ... developments or to see ... the main project seemed to be ... they let a chance to ... million dollars ... thought that was a pretty good thing ... in 1919 the ... to start a ... the ... was ... and ... to the Riverside ... to the west and the ... on the east ... the ... about the development of a ... they didn't want to start ... at that time like we had at Davis. Some years after the ... of the new school tract I tried to get the ... to buy some land north of the main campus experiment station tract, east of the ... They ... these ... highway. They ... the development of the Riverside campus. ... did they really do after ...

Fry: agricultural angle?

Foster: You see, it was originally bought or acquired primarily for research in citrus.

Fry: You mean they didn't want to have classroom work there?

Foster: Yes. They wanted it to be research or upper division work.

Fry: At this time - 1918 - there must have been considerable pressure in the south for more classroom work of almost any kind, and especially for agricultural training. How did the University respond to this pressure?

Foster: I happened to know and traveled around a good deal with Herbert E. Weber, who became the director. (He was head of Agriculture here in 1923-24, somewhere along in there.) He went down to Southern California primarily for the development of the citrus experiment station. He was the father and the dean of the citrus experiment station. And then when the First World War came along in 1916 I went around with him to many meetings at different places. He tried to point out to the people in the south that citrus culture wasn't the only thing or the only crop to be grown in the south. What they needed was diversified agriculture. You needed more other products and more orchards; that's why he started certain orchards and certain grains and things of that sort at the citrus



Foster: experiment station. It wasn't to be entirely citrus. I imagine there was quite a strong pressure for citrus only, but Weber was top man. He had lots of recognition throughout the states and the world.

Fry: He's the one that steered it away and broadened it out beyond the citrus, then.

### Los Angeles

#### The Branch on Vermont Avenue

Fry: After the land was acquired where does your personal experience with the UCLA campus start?

Foster: It was down on the Vermont Avenue campus, shortly after the regents had acquired it in 1920. I had work to do in connection with possible enlargement of that campus and the acquisition of additional lots adjoining the campus.

Fry: You did the surveying, you mean?

Foster: Well, not only the surveying, but also running down the details of the real estate transactions for the acquisition of the lots and contacts with the individual owners. And there were other things on the original campus including the installation of some sprinkler systems for the lawns, design and installation of the





Foster: filter plant for the swimming pool, and resurfacing of the tennis courts.

Fry: This was all handled by the Berkeley office?

Foster: Well, a good deal of it was handled directly by Robert M. Underhill. Sproul had put Underhill in as assistant comptroller at Los Angeles; Mr. Sproul had always said that if he'd tell Underhill to do something he was almost certain he would do it.

Fry: What did Sproul think about Underhill?

Foster: Of course they were fraternity brothers, the Abracadabra fraternity. Sproul was of the class of 1912 and Underhill was 1915.

When Robert Underhill graduated from the University he went to work for his uncle in San Francisco, wholesale business. And then when the First World War started, Bob Underhill came over to Berkeley to work in the Accounting Department.

Fry: He followed Sproul here then. Did Sproul bring him?

Foster: I meant to say, because of Sproul. Of course, I knew Bob Underhill and his wife, even before they were married; Grace Partridge Underhill's mother taught school and was principal of one of the schools here in Berkeley. Bob Underhill had two other older brothers, both in the Marines; they made a name for themselves during the First World War.

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Foster: It was under Bob Underhill's direction that I was connected with building for the ROTC on the campus.

Fry: Oh, during World War I?

Foster: Yes.

Fry: Was this that time when you were given from mid-September till October to build one?

Foster: It was put up in an awful hurry. Bob Underhill had trouble with the commissary; I recall that we checked on such items as the speed with which they fed the bunch. Then there was the flu epidemic, when we all wore masks, you might remember. So that's how I got well acquainted with Bob Underhill; he continued in the Accounting Department and later on Bob Sproul put him in as assistant comptroller at Los Angeles.

The fellow who was kind of in the doghouse because he wanted to go down and run things in Southern California was Baldwin M. Woods, "Baldy" Woods. He thought he had a grand chance to do something because he was close to President Campbell. He went down there and instead of looking after the Vermont campus as he was directed, he wanted to operate all the University down in Southern California. Then after this fiasco, they appointed Robert Underhill under the Comptroller's Office to handle UCLA's office.



Fry: Well, meanwhile, back at the branch on Vermont avenue--

Foster: President Campbell is the one who had the name changed from the "Branch" to the "University of California at Los Angeles." He was directly the one responsible for that change.

Fry: Did anybody that you knew of, on or off the Board of Regents, want the southern branch to become a separate University with a separate board?

Foster: Not that I recall, no.

#### Buying the Westwood Site

Foster: I recall there were several suggested sites for a campus in Southern California.

Fry: Yes. Miss Dornin in University Archives told me that about 80 sites for new campuses were offered, and five were in the final run-offs. Do you know how those were selected?

Foster: One of the proposed sites that was very high up in the running for the campus was the so-called Hastings site over at South Pasadena. I am the one who fought that site and talked with anybody I could talk to against that site and for the Janss site in Westwood. I argued over the heat situation; in the summer it could get very hot at the Hastings site, whereas at



Foster: the Westwood site you would get the breezes in the afternoon from the ocean, which is the redeeming thing about it. Oh, I talked that everywhere.

Fry: During the time you were down there you were on the committee to look over the sites, weren't you? I saw your name along with that of Baldwin Woods---

Foster: And also B. F. Raber, E. A. Hugill, John W. Gregg and Francis C. Foote.

Fry: And this was a committee of the president, wasn't it? The Campbell committee?

Foster: That was a committee of the president, but Sproul got hold of me and he said, "I want you to dominate this committee." Of course, B. F. Raber put his palms down and was right there at the top and asked to write the report.

Fry: He was a professor of engineering?

Foster: Of Electrical Engineering. But every word that Mr. Raber wrote I was at his elbow. I lived down at his home or in his office. Mr. Raber was under obligation to me because I had got him a professional job some years before as engineer of mechanical affairs at the Sacramento Filtration Plant in 1920-22.

Fry: Why did Sproul want you to dominate this?

Foster: Because he knew that I knew the requirements for the campus and had the interest of the campus and the





Foster: Comptroller's Office at heart as against some recommendations that President Campbell or Professor Woods might have.

Fry: I don't quite understand what the Campbell and Woods interests would have recommended.

Foster: When the selection was made it was in favor of the Janss property in Westwood. Then, of the laying out the boundaries of the campus, of transportation and water supply. Of course, some of those things I saw through to the finish, particularly on the water supply because I knew many of the engineering staff in the Los Angeles Water Department. That was part of my job. They were in my line of business; I knew most of them. And, as I said, Comptroller Sproul particularly wanted me to dominate the report that was made-- and I can't remember the fellow's name that did the political work through the city of Los Angeles. I can't find my copy of the report.

Fry: Oh, you mean the man who pushed this through?

Foster: Yes. He was dynamic and how he wrapped the councilmen around his finger!

Fry: Was he connected with the Holby Corporation or the Janss Investment Company? He wasn't a regent?

Foster: No. Neither.

I got close to the Janss boys, Harold and Edward.

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Foster: I knew Harold; he had taken engineering here at the University of California. His brother, Ed, was on the board of the Janss Investment Company, and during formulation and requests and things of that sort many a night I stayed with them at their hotel--a big hotel there next to the park in the center of Los Angeles.

Fry: Was this during the selection of the site that you stayed with them?

Foster: No, after the site had been selected. Later I went and lived with their engineer, a fellow by the name of Struble, a keen lad and their top surveyor. I went out in the field with him and worked with him setting lines and limits of the campus property. I insisted upon certain things, such as the width of the streets. Half the width of the boundary streets was taken off the gross amount of the acreage because I insisted that I did not want any part of the campus to back up against any private property.

Fry: You told me before the recorder was turned on that you wanted streets 80 feet and not 60 feet wide.

Foster: Yes. Not the ordinary width of streets, not 60 feet.

Fry: Yes. Now, when Los Angeles, Santa Monica, Venice, and Beverly Hills all decided to buy this land and give it to the University as a gift, were you there when the bond issues were being campaigned for in



Fry: the different cities?

Foster: No, I didn't know much about that. Let's see, deeds to the lands came from the City of Los Angeles, the County of Los Angeles, the City of Beverly Hills, and the City of Santa Monica, just those four; also a parcel of about 8 acres from the Pacific Southwest Trust and Savings Bank (a part of Bel-Air).

Fry: A moving power behind this on the regents seemed to be George I. Cochran and Margaret Sortori, John R. Haynes and Edward A. Dickson.

Foster: Yes, and there is one other fellow who was not a regent that was the most dynamic one for getting the thing through the councils of the various cities.

Fry: Who was he? What was his line of business?

Foster: He was a realtor. I cannot recall his name. I was in his office several times. I recall on one occasion somebody called up on the telephone about a piece of property for sale (not site property) and he said he wanted to know how much--maybe the price was \$260,000 or something of that sort, and he said, "All right, I'll send you a check right away." And he took out his checkbook and wrote the check for the \$260,000.

Fry: The Janss property was offered to the University at \$2,000 an acre, which would make a total of \$600,000 in all, so why did the total sale to the cities come



Fry: to \$1,070,000?

Foster: It was a gift from those cities.

Fry: Well, this is what the cities paid Janss for it in order to give it to the University. The Janss Investment Company and the Homeridge Corporation (who acted as one in this) had offered it to the University originally for \$600,000. Now, do you know why that increase?

Foster: No, I don't. My original notes on the report are missing. Were you able to get a copy of the report that was made by a special committee that was appointed by Comptroller Sproul? Raber, etc?

Fry: Yes. Now, Letts was an investment company and it belonged to Holmby Corporation of which Mr. Letts was president.

Foster: Yes.

Fry: What did the investment company have to do with this?

Foster: I don't know those details except that the Janss boys were the ones that made the subdivision with their organization and sold the lots.

Fry: This was before it became a candidate for a University site.

Foster: Yes.

Fry: Well, they didn't lose any money on it, did they?

Foster: They certainly did not! They developed a subdivision of the land between the campus and Wilshire boulevard

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Foster: (a block or more either side of Westwood boulevard) which became the Westwood shopping district and prices were way high for that land.

Fry: They sold this, or did they lease it?

Foster: They sold it. The same way, the lands adjoining the campus were sold primarily for apartment houses, fraternity and sorority houses, and some private homes.

Fry: And these were rather high, apparently. This engineer, Mr. Strubel, who belonged to the Janss Investment Company, was a good buddy of yours?

Foster: Yes, we became very close friends.

Fry: On the phone the other day you said something about the way his particular company made its money by simply foreclosing on a mortgage. Were you talking about one of these companies, or was it somebody else?

Foster: Oh, that was later, there about 1928 when I thought that purchase of property in the vicinity of the Westwood campus would be a desirable acquisition for my own investment. So I asked Mr. Strubel one day about buying some of the lands that the Janss Investment Company had to sell, and he invited me to one of the company meetings when they were discussing sales, etc. And on many of the contracts the purchasers were not able to pay, so the company foreclosed on them and took the properties back. He said, "We set the



Foster: price so high that it would take them a good many years to pay the thing out as an investment. That's how the company makes a lot of its money, by taking the land back by foreclosure." And so he said, "Don't buy any of our lands."

And so another friend of mine, a Mr. Gerhart, a realtor in Los Angeles, sold Mrs. Foster and me certain pieces of property down along Pico boulevard; I couldn't pay it off or sell or develop it, and I lost money on the deal.

Fry: You mean this property you did buy didn't develop and increase in value like you thought it would. Well, it was very decent of Strubel to tell you not to buy their real estate.

Foster: Oh yes. Yes. But the U.C.L.A. land - well, originally it was just like going out in the country. It was just nothing but rolling hills. This fellow Lloyd Barber, Jim Schaeffer, Ernie Sagehorn (my assistant) and I on many an afternoon after work would go down in the lower flat area of the campus with our guns and shoot jack rabbits and quail, and had them for our suppers.

Fry: Otherwise undeveloped land, really.

Foster: Yes. It wasn't good agricultural land, either.

Fry: It wasn't good for farms and wasn't far enough into



- Fry: the city yet to be valuable as urban territory, I guess.
- Foster: No, it wasn't. As I say, Mrs. Foster and I camped right there on the grounds many a week during this development work.
- Fry: The City of Beverly Hills resisted buying these lands; they were the last ones to vote. They said, "Well, it's already settled. Why should we put out our \$100,000 now?" Why this resistance?
- Foster: They were pretty dull, you know, the City of Beverly Hills, with their high class sub-divisions and their movie people, movie industry living right there.
- Fry: They didn't really seem to care very much.
- Foster: The same way with Bel-Air. Bel-Air is a high class subdivision; they got the survey and the thing outlined, and there was this piece that the University didn't own--this eight and a third acres. I used to go over to visit and stay at night once in awhile with Claude A. Wayne, a classmate of mine at Berkeley, a fine tennis player; he was secretary to Alfonso Bell, and I showed him on the map what we had done, and I said, "Why don't you put it up to the boss and see if he'll give this eight acres to the University?" And so it was decided to the University as a gift.
- Fry: Oh. Was that eight and a third acres a part of the



Fry: 100 acres for faculty housing?

Foster: Yes. On the northwestern corner near Sunset boulevard and Veteran avenue. But, as I say, of course I didn't get credit for that sort of missionary work, but I was told to dominate the report on the development, the layout, and the utilities, and things of that sort, so that was my business.

Fry: What were the specific needs for this eight acres?

Foster: It was isolated from the Bel-Air development, and it joined the University lands. The University would make their own subdivision ultimately for residential purposes but this has never been done in 31 years. Those restrictions don't mean anything now and can readily be removed.

Fry: Did anybody wonder about where the professors were going to live if they didn't have this faculty development there? With Bel-Air on one side and Beverly Hills on the other, it is not the usual type of community a professor could afford to live in.

Foster: But at that time the land between Pico boulevard and Wilshire boulevard were hundreds and hundreds of acres that they were starting to subdivide and build homes on. This would be the answer to faculty housing problems, yes.

Fry: Did that become what they call Westwood?

(1) The first part of the report is devoted to a general survey of the situation in the country. It is based on the results of the work done in the field during the last year. The second part of the report is devoted to a detailed study of the situation in the various regions of the country. The third part of the report is devoted to a study of the various problems which are connected with the situation in the country. The fourth part of the report is devoted to a study of the various measures which are being taken to deal with these problems. The fifth part of the report is devoted to a study of the various measures which are being taken to deal with these problems.



Foster: Yes. The realtors took advantage when the University got started there; it was a normal development too, streets and homes--and they put their price high.

#### Laying Out U.C.L.A. at Westwood

Fry: Did you have any idea why the people wanted a university down there and at this particular place?

Foster: There was a lot of politics involved because, you see, a lot of them still had the idea they might divide the state, you know, too, and that idea was uppermost in the minds of a good many of the people in the South, to make a Northern California and a Southern California.

Fry: And they wanted to be sure they had a University in case that happened.

How did the Janss brothers get in on this? This property belonged to Lett.

Foster: I know. I think they had options for subdivision purposes; there were lots of other lands adjoining this. Later on I tried to acquire some of this land over here.

Fry: Right by Veteran avenue?

Foster: It belonged to Uncle Sam; it was part of the Veterans' Home.

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Fry: Oh, the Veterans' Home land. You mean acquire it personally?

Foster: No, to get additional land for the University. I got panned pretty severely because the University didn't get as much of the flat land as they originally expected, because I had to make certain concessions, for instance, in getting around here (pointing to map of U.C.L.A. property). I couldn't cut across.

Fry: Which, this little University Drive area here?

Foster: Yes, this little piece in here. It was natural for the grade to circle around; that was just good engineering of the road location we had. I couldn't quarrel about it. This is just like here on Strawberry Hill, you know, rolling hills. So all the way down we started working on the surveys, and I camped out. And here is where I set the axis, westerly from here (between where Royce Hall and the Library are now), along the line of the bridge and out toward the dip between the two hills. It's hard to see today because everything is so built up.

Those first buildings were a great group of buildings. George W. Kellum, of course, was the supervising architect, and he came down and wanted to know what I was doing, and I talked about making topographic surveys, and setting the axis for the



Foster: buildings. He said, "Why are you setting it there?" I said, "Look through the transit out to the west there; see those two little hills? I'll just point it right between and make the axis there." He looked through the transit and turned around and said, "I guess you've done pretty good in setting the axis for the new campus." So I set the axis for the new campus right there and then. But some of these other things that happened make a lot of interesting stories.

For instance, the removal of the hill; I had to get Stone Canyon. Stone Canyon Creek came down right through the site, and one of the first things I did was to put in that big drain through the canyon and put the creek underground. This is the area for subtropical horticulture. Robert W. Hodgson was over here in agriculture. He's a character. He's always been interested in the South. When he went down here 30 years ago that's what he had in mind: he wanted to have charge of all the agriculture in the South. He now has charge of Riverside Experiment Station.

Fry: You once told me you had written in these street names here when you had to draw this map and deliver it under a deadline to the regents. You just printed the names in, and that was the way they were christened?

Foster: Well, some were already named, like Wilshire boulevard,

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Foster: Westwood avenue. But these other streets I --

Fry: These Berkeley campus names you "sneaked" in?

Foster: Yes.

Fry: (Laughter) The tyranny of it all!

Foster: Like LeConte street: I took my hydraulic course in the University with little Joe LeConte. I worked for Dean Eugene W. Hilgard on some of his books for publication. And I took the Great Books course from Gayley--Charles Mills Gayley.

Fry: So you just put in all your favorites.

Foster: Sure, I put them down on the map. You know, people have since panned me for that.

Fry: What did they say?

Foster: Well, that I should have taken names from Southern California.

Fry: Well, the ones you chose were universal enough to spill over into Southern California without severely damaging their culture.

Foster: Now, this (pointing to map) was the so-called "Hundred Acres" which was given to the University for faculty residence development. President Campbell was very anxious to have the land as resident sites for the faculty.

Fry: That was over here on the western side, west of "A" street?





Foster: Yes. I made all the lot subdivisions for this tract and had all the detailed specifications for all utilities, gas, water, sewers, etc. You see, I didn't follow the subdivision map of the Bel-Air company; I laid out a new one for our purposes.

Fry: Without their restrictions and everything?

Foster: Yes.

Fry: What happened to that plan for faculty housing?

Foster: I don't know. They never seemed to get settled on any price. Later on Professor Hodgson came to use some of the area along Veteran avenue from Gayley avenue for horticulture.

Fry: Why didn't the University ever use the land for homes?

Foster: I don't know. It had a definite restriction in the terms of the gift; it could be used only for faculty housing.

Another one of the things that I tried to get through was buying additional land for agriculture. But instead of that the authorities came down and bought south of LeConte over to pretty near Veteran avenue. That was land the University later bought from Sonja Henie for a medical school.

Fry: What did they build first?

Foster: The first buildings were these three buildings; the Library, Royce Hall, the Chemistry Building, and later



Foster: the Physics Building, I think, and then here were the two gymnasiums, and the Students' Union Building, the shops and Corporation Yard and the athletic fields.

Fry: Oh, down there at the end of the canyon. Did the architect stay on and do most of those buildings?

Foster: No, George W. Kellum had become University architect after John Galen Howard, and some of the buildings were done by the architect who had designed all the buildings on the Vermont Avenue campus.

Fry: How did they work together?

Foster: I don't know, and I couldn't tell you just which ones they did. Then George W. Kellum appointed a superintendent by the name of Lloyd Barber as his inspector or superintendent on the job. Lloyd Barber had worked for Mr. Kellum in the East in Chicago, a very bright high type of man. And as soon as we got started at the Westwood campus I needed an engineer on the ground at Los Angeles and so I wrote to my friend, Paul Bailey, and he said, "Well, why don't you get your old friend, Jim Schaeffer." And that's how I got James G. Schaeffer as an engineer, surveyor and building inspector. He stayed here 'til a couple of years ago when he was retired.

Fry: By 'here' you mean U.C.L.A.

Foster: Yes. He is a very noted name in California history. He was a baseball player, football player, football



Foster: coach, rugby coach, and professional baseball player. Of course, in order to get Jim through college I would cheat and put my paper during examination near him so he could read off or copy the answers.

Fry: He wasn't a real brain in his class, then.

Foster: No. His father had a grocery store in Berkeley at Josephine and Vine streets.

Fry: Well, I wish you could give us a little character sketch of the Janss brothers and what they felt about the University. Now, was this strictly a business deal with them?

Foster: That's it. They were in the real estate business. They are the ones who took hold of most of the other adjoining lands, the Letts property, and made the subdivisions of it for sale, which is now known as the Westwood District.

#### U.C.L.A.'s Founder's Rock and Big "C"

Foster: There's one more thing. The students wanted a founder's rock at the new Westwood campus.

Fry: Why?

Foster: I don't know, unless it was because there was one at the Berkeley campus.

Fry: They had to have it to match those Berkeley names on all the streets down at U.C.L.A. (Laughter).

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Foster: So the students got a draying company to go out to the hills near Hemet south of Riverside and get a big boulder and haul it to the Westwood campus. I recall one afternoon after our work day they darn near lost their boulder. Several of us were walking easterly along the axis road and noticed the recently-delivered boulder at the edge of the road. It had been dropped off the truck over on the Westwood campus near what was called the east-west axis road on the south side of the bridge. Jim Schaeffer, Lloyd Barber, and I stopped and looked at the boulder and Jim said, "Come on, let's roll it down there into the drink, down there in the creek." So we got it to rocking back and forth, but we didn't roll it because that would have been a dirty thing to do; they would have to get another one, so we didn't. But we could have easily rolled that boulder down into the canyon.

Now if you get one of the U.C.L.A. guides with a map of the campus you will read how the Founder's Rock has been moved to the east end on a little island of land and it's not here in that little area where we originally saw it. But the guide goes on to relate how the committee came out from Los Angeles and stood by this rock and decided that this would be a good place to have a university, so this was called the





Foster: Founder's Rock!

Fry: Miss Dornin in archives told me the same story a couple of days ago. She showed me a picture of it; it doesn't really look like it belongs there.

Speaking of campus landmarks, weren't you the father of the Big "C" in Berkeley in your student days?

Foster: Yes, I have that story written out for a number of people who request it.

Fry: We'll have to put it in the appendix of our interview.

Foster: Yes. They have a Big "C" there at U.C.L.A., too.

A few years ago when I was down on the U.C.L.A. campus I was looking out the window and I said to one of the engineers, "I see you have a Big "C", too." "Oh," he said, "yes, sure." I said, "Is that the shape of your emblem or Big "C" as adopted by the associated students on the campus? The thing looks distorted to me." He said, "What do you know about it anyhow?" I said, "I happen to be the father of the Big "C" on the Berkeley campus." When I laid the Big "C" out on Charter Hill I went out and measured the slope of the hill and the angle between the slope of the hill and certain places on the campus such as the football field, the site from where one would view the "C" during games. From our survey data and the shape of the official "C" as adopted by the Associated Students,

Robert: "The Book"

This is a very interesting book. It is a collection of stories and poems. The author is very talented and has written many great works. I have read many of his books and they are all very good. This one is no exception. It is a very good read and I would recommend it to everyone.

The book is divided into two parts. The first part contains stories and the second part contains poems. The stories are very interesting and the poems are very beautiful. I have enjoyed reading this book very much and I would like to recommend it to everyone.

The author has written many other books and they are all very good. I have read many of his books and they are all very good. This one is no exception. It is a very good read and I would recommend it to everyone.

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Foster: I projected and established the dimensions of the "C".

Fry: So it wouldn't look foreshortened.

Foster: Yes. At the Westwood campus the students just went ahead and outlined a "C" on the hill (the so-called Faculty Home Site Area), dug out the soil and poured some concrete. I said, "Well, there's not very much glory to the thing as I see it."

Fry: Any other U.C.L.A. stories?

Foster: Can't think of any right now...

Fry: Then this will mark the end of our interviews. Thank you so much for your participation, Mr. Foster.







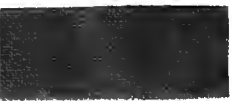
APPENDIX A

The History of the Big "C" at Berkeley

by

Herbert B. Foster  
834 Mendocino Avenue  
Berkeley California

1960





Herbert B. Foster  
834 Mendocino Avenue  
Berkeley Calif

THE HISTORY OF THE BIG "C"

The writer, Herbert B. Foster, entered the University of California in August, 1903, which made <sup>his</sup> ~~my~~ class 1907. My home was in San Francisco, so with many others who lived there, I commuted daily to and from the campus. There being very few restaurants or public eating places near the campus, the writer as well as many others who did not belong to a fraternity or house club took a lunch each day.

At lunch time a group of boys, mostly those who resided in San Francisco or the neighboring cities and towns ate lunch on the slope of the hill just west of the north end of North Hall. After a time the regulars became known as the "Hillsiders" or the "Hillside Club or Gang". This group should not be confused with the "Hillside Club" started by Bernard Maybeck and others in North Berkeley in 1902 as a neighborhood improvement club and later and now is a <sup>prominent</sup> social club.

Our Hillside group included Lloyd Bryan, Everett Bryan, Homer Bryan, (none related), John Olsen, Francis<sup>o</sup> Sievers, Edward Rosenlund, Harold H. Kelly, Harold F. Gray, Herbert B. Foster, Roy Danforth, John J. Eggers, <sup>Nelson J. Frater</sup> -- Menzes, -- Wagner (a junior), etc.

Dr. Benjamin Ide Wheeler ~~was~~ came to the University of California as its President from Cornell University in <sup>1899</sup> 1900. One of his favorite expressions was "that it is good to be here". He referred to the 1900 class as his "naughty class" and to the 1902 class as <sup>a</sup> ~~his~~ "naughty class too".

In those years the students had little or no say in the control of <sup>their</sup> student affairs, they being under control of a Faculty Students Affairs Committee, <sup>which</sup> they had full control of public <sup>ations,</sup> competitive athletic events and other activities of the students.

The upper classmen from 1900 to 1905 were making every

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effort to convince the faculty that they could and should handle all <sup>their own</sup> student affairs. A period of notoriously violent interclass rivalry <sup>for many years</sup> with which the faculty were unable to cope had brought discredit upon the University throughout the State, thanks to the newspapers, and even reflected <sup>in</sup> its effect upon the State Legislature,

The upper class <sup>leaders</sup> took pride in protecting and advising the lower classmen, the juniors looking after the freshmen and the seniors looking after the sophomores. Without the protection of the juniors, <sup>over</sup> the freshman class <sup>was</sup> would have been unable to hold a class meeting or an election of officers. Even so, there was always attempts on the part of the sophomores to break up a class meeting, either from the outside or by sophomores going <sup>in</sup> entrance to the meeting and interfering with procedure until they were captured and evicted from the meeting.

The writer recalls that in his sophomore year, he was one of the culprits at a freshman election by putting lighted sulphur matches <sup>to</sup> in the ballot box at the election <sup>booth</sup> being held under the North Hall steps, and on another occasion he stole the ballot box and ran like a "deer" toward the athletic field (now the site of the Life Sciences Building), threw the ballot <sup>box</sup> ~~box~~ over the fence where another sophomore was waiting and ran with the box across the field and finally dumped it in a pool of muddy water in Blackberry Creek.

However, the poor freshman <sup>in my college days</sup> were put through various forms of hazing by the sophomores and even <sup>by</sup> upper classmen during the registration period and the first few days of a new school semester.

Among the pranks were these; <sup>to</sup> ~~having~~ a freshman roll up his trousers, put his coat on backwards or inside out and march back and forth with a stick instead of a gun; <sup>imitating drill</sup> to have several freshmen



put <sup>on</sup> through a contest of rolling peanuts down the sidewalk with their nose, their hands being tied behind them; or to have an "alleged" prominent student from a small town high school be made to stand on a box, platform or steps to a building and make a speech on a subject assigned to him by an upper classman; to make a freshman with his clothes and hair dishevelled kneel and propose to a passing coed <sup>and/or</sup> or to carry the coed's books; One incident in which the writer was forced along with other freshmen was to report and take ~~an~~ a physical examination. One of the University's requirements at the time of registration was that the student have a physical examination and show a vaccination certificate. Again, many of the upperclassmen, during their vacations grew beards or a mustache, which made many look older than their years. This <sup>particular</sup> group of freshman <sup>of which I was one</sup> were herded into a basement room of old Harmon Gymnasium, made to strip down <sup>to our wa</sup> and be subjected to an examination, mostly by being struck ~~and~~ to show our reflexes and to receive a vaccination on the arm. <sup>I</sup> ~~He~~ recalls <sup>that</sup> ~~that~~ <sup>my</sup> ~~his~~ arm <sup>was</sup> ~~was~~ scraped, some gelatin <sup>of some sort</sup> put on and then bandaged and <sup>was</sup> ~~and~~ told to report again in several days. Of course, the whole procedure <sup>was</sup> ~~was~~ a fake and one form of hazing to the amusement of the upper classmen.

In those days the seniors were black plug hats, usually battered in, and the juniors wore tan or light brown plug hats. The junior plugs were usually decorated and painted with their class numerals, pictures of events in their school year, their class yell, etc. The juniors did a lot of rough housing wherein their plugs were kicked around. The writer's junior plug had the class yell painted around the upper side of the rim "RACKETY AX CO AX COHEAVEN, CALIFORNIA '07 "; in the front of the crown is a surveyor's level rod and <sup>target</sup> ~~transit~~

Faint, illegible text at the top of the page, possibly bleed-through from the reverse side.

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... productive of injuries, torn  
... evolved from the  
... Bourdon - Mintz, the  
... Algebra with  
... yard lengths of  
... coffin borne toward  
... a preventative  
... the torch

which indicated that the <sup>wearer</sup> ~~writer~~ was enrolled in the College of Civil Engineering, around the crown of the hat was painted a dancing girl, the dream or pin-up girl of <sup>my desire and of all</sup> ~~all~~ us boys, a picture of a beer stein and a clay pipe reminiscent of the many "beer busts and smokers" held in those days, a picture of an electric light pole near the site of our "Hillside Gang", on the top cross ~~in~~ <sup>showed</sup> arm ~~is~~ the shoe belonging to Lloyd Bryan, our sophomore class president in the spring term of 1905, then a picture of Charter Hill with a surveying transit in the foreground pointed to a couple spooning on the hillside, and lastly, a picture of a big yellow "C", the most cherished University job of the writer up to that time, <sup>whose</sup> ~~and~~ its inception, design and supervision of construction was his. Below the big "C" was a picture of a hand bill printed by class<sup>es</sup> at the time of the building of the "C", with the heading of "WANTED" for the "big job on the hill" and a reference to the Coeds and Pie ( the big feed after the job was completed). On the top of the crown is a replica of the 1907 class pin design. A blue and gold ribbon originally worn during a football game is woven around the hat in place of the usual hat band.

In the <sup>y</sup>ears from 1902 to 1905 the upperclass leaders of the student body were making every effort to get full control of their own <sup>student</sup> college affairs and to prove their points with the faculty they gave supervision and assistance to the lower classmen at their class meetings elections, etc., breaking up the frequent rough housing fights between freshmen and sophomores, and particularly <sup>ed</sup> ~~in~~ attempting to stop the annual rush between the two lower classes.

← These spontaneous outbursts of class indignation <sup>between</sup> by the freshmen and sophomores often resulted in bloody noses, ~~and~~ <sup>and</sup> oftentimes ~~broken~~ broken bones, sprains and bruises. It was these events

and of course torn clothing.





which

that evoked parental protests and by feeding the newspaper columns with lurid details gave the public throughout the State an unfavorable impression of the University which the faculty and officials were unable to cope with. When these rushes occurred, the upperclassmen would rush in, break up the fight and then one of them would give the disturbers a lecture on student control, gentlemanly demeanor, and the hope that the student body would eventually gain control of their own affairs. Among those upper classmen who often spoke to us were Max Thelan, W.H. Dehm, S.S. Hawley, E.R. Hallett, Wm. Cavalier, Phil Carey, Joseph Loeb, James G. White, W.E. Hawley, and others.

The upper classmen finally got the recognition and backing of President Wheeler and the faculty and the affairs of the student body were finally turned over to them, <sup>but principally from the efforts of the 1907 and 1908 class</sup> Ezra Decota became the first graduate manager of the Associated Students of the University of California in the fall of 1905.

When the 1907 class were freshmen, there occurred on the campus an event that had great significance with all the students and most certainly had its influence with the 1907 class when they became sophomores. Reference is <sup>hereby</sup> made to the Students Labor Day of February 29, ~~1896~~ 1904. It was the second Students Labor Day, the first having taken place on February 29, 1896. There being no February 29th in 1900, the day in 1904 became the second Students Labor Day. <sup>therefore</sup> In 1896 the affair was sponsored by Jacob Bert Reinstein, a regent of the University, at a time when the University had difficulty in obtaining sufficient funds from the Legislature of the State of California to do or carry out much of the maintenance items of work on the Berkeley campus. On that Labor day the students walled up certain sections of the banks of Strawberry Creek, and other work. <sup>trimmed trees, cut brush and</sup> The walls of the creek just east of Oxford Street still stands as a tribute to this first <sup>student</sup> Labor Day.



The upper classmen in 1904 took the opportunity of this occasion to gain prestige and recognition of the faculty in their handling of the affair. The whole project was highly organized and planned. The men of the classes were grouped according to colleges, such as Mining, Chemistry, Civil Engineering, Commerce, etc. On the particular day we formed <sup>at designated places</sup> according to our college and then marched to the particular job we were assigned to and did such items of work as cutting and sawing up trees, cutting and burning brush, grading, etc. After the mornings work we had a picnic lunch and later games, such as sack races, three-legged races, tug-of-war <sup>contests</sup> by colleges, etc.

In the spring of 1905, the "Hillside Luncheon Gang" at their daily meetings discussed class politics and decided to run a full slate of candidates for the class offices from our own group. Our political slate comprised :- Lloyd Bryan for president, (in later years one of the most prominent roentonologists and doctor at the University of California Hospital); <sup>in San Francisco</sup> Everett Bryan for Secretary, (in later years the engineer in charge of water rights in the State Engineer's office); Homer Bryan for treasurer (in later years a prominent railroad engineer); Harold H. Kelly and Roy Danforth, as members of the advisory committee (Harold Kelly became an ordained minister and put in most of this life in charge of Seamen's Institutes, first at San Pedro in California, then in Alaska and for many years in New York, New York and has returned ~~to~~ and retired to Berkely, where he is still active in the St. Marks Episcopal Church; Roy Danforth became a prominent newspaper man); and Harold F. Gray as sergeant at arms (Harold Gray later obtained a doctors degree in public health at Stanford University, later became health officer of Palo Alto, was engineer on many early mosquito abatement districts, starting out first under Professor William Herms of the University, and has been

The affair held on March 23rd,

The rush started many years back. The Charter Day celebration was originally a student affair, the students, <sup>arranging and procuring</sup> ~~getting~~ a speaker for the next upper class. ~~The~~ <sup>the</sup> freshmen from the <sup>arranging</sup> ~~the~~ freshmen, ~~to~~ <sup>desire</sup> recognition, began placing their class animals in the slope of Charter Hall. The sophomores <sup>naturally</sup> ~~objected~~ and so the annual rush was born and continued until 1907.

for many years in charge of the Alameda County Abatement District as well as a lecturer in Public Health in the University of California)

The Hillside Gang electioneered strenuously ~~and~~ with the result that the <sup>entire</sup> slate were <sup>elected as</sup> elected the class officers for the Spring term of 1905. Of course, the principal topic of conversation at our luncheon meetings became class politics, <sup>and</sup> the pertinent topic of debate centered around "what to do about the class rush" The last ~~fake~~ Charter Day class rush was in 1903. In the spring of 1904 under <sup>1907</sup> President Claude Kern, it was voted by the class not to have a class rush. The Faculty Students Affairs Committee under Professor Clarence Cory was not sure of the class decision so he had installed electric search lights on the roofs of the Mechanics Building, North Hall, South Hall and Budd Hall (now the site of Eshleman Hall). Also, additional campus policemen were sworn in to police the campus. However, many freshmen met at the usual campus meeting place, the flag pole, (near the site of <sup>the present</sup> Sather Campanile) but not before <sup>they had</sup> we blackened <sup>their</sup> our faces so as not to be identified by the campus cops <sup>of</sup> by the faculty. The larger groups were broken up so no actual ~~rush~~ rush with the sophomores took place. In former years the rush took place on the eve of Charter Day, March 23rd, <sup>this</sup> ~~it~~ being the anniversary <sup>of California</sup> of the founding of the University, <sup>the slope of</sup> the freshmen attempting <sup>ed</sup> to put their class numerals in some form of ~~the~~ Charter Hill (above the present Greek Theatre), and <sup>they</sup> being rushed and <sup>if possible</sup> stopped by the sophomores. The free for all fight that took place often resulted in bloody noses, broken bones, violent sprains and bruises and torn clothing. At times previous to the rush, the officers of the class might even be kidnaped in order to remove the leadership of the class.

At one of the Hillside <sup>noon</sup> Gang luncheon meetings when the rush



*the* *ion was made*

was being discussed, ~~it was~~ suggested by Harold Kelly that the two classes combine and utilize their energy by ~~planting~~ planting trees on the slope of Charter Hill as was done by the classes of 1882 and 1888,

*that* the trees may <sup>to</sup> be planted in a grove or even in the form of a big C.

The writer having an engineering trend in <sup>and practical</sup> ~~my~~ <sup>his</sup> make up and being somewhat materialistic <sup>immediately took issue and</sup> stated that if there was sentiment in the planting of the trees in the form of a big "C", someone might come along and cut down the trees and any sentiment by our classes would be destroyed, so then

writer suggested the the big "C" be made in masonry. The idea took immediately. The idea was reported to and approved by our class meeting with the recommendation that the project be submitted to the 1908 freshmen class for their consideration.

<sup>as a joint project in substitution for the annual</sup> W.H. Dehm, president of the Associated Students, and the officers of the 1907 class met with the freshmen class and sponsored the project, which was readily accepted. The

writer remembers one particular item at the meeting, <sup>that occurred</sup> He made the ~~big~~ statement that it was proposed to put yellow ochre in the top coating of cement finish to give the "C" a permanent yellow color, whereupon ~~ix~~ Jim Burke <sup>of the 1907 class</sup> jumped to his feet and objected, <sup>loudly</sup> stating that he saw a tradition in the making in that successive classes would be obligated to maintain the "C" and keep it painted. <sup>yellow-</sup> It was originally hoped that the area around the "C" would be sodded with grass and kept <sup>permanently</sup> always green but this idea was never followed out. If one would take the time to travel to the "C" and use his pocket knife of the surface, he would realize <sup>how</sup> ~~the~~ many coats of paint the "C" has had ~~as well as numerous~~ coats of red paint and ~~several of~~ green.

With the approval of the project by both classes by March 1st, 1905, the machinery was set in motion to organize the work. The writer was made chief engineer of the project. With the assistance Clyde Cameron surveys were made of the site for the "C" and at the re-

*well* *in discussing the tentative plans for the big C*

*of yellow red and green paint and how futile it would have been & have added yellow ochre in the top*

*evidence of mortar to give the yellow*

*top*

*top*

*top*

*top*





Mr. Howard's assistant, William C. Hays accompanied the writer to check on the location of the site for the "C".

quest of John Galen Howard, the University Architect, the actual location of the "C" was <sup>surveyed, and</sup> tied in and referenced to the axes of the campus. X  
Angles of the slope of the hill at the site and to particular points of vantage, such as North Hall, the Football field, the Berkeley business area and the Key System Mole, were made, and <sup>F</sup> from the writer's drawing / course in "Descriptive Geometry", the outline of the "C" was developed to a "C" patterned after the official football "C" as adopted by the Associated Students.

From the original plans of the "C" which the writer still has in his possession they show that the "C" is 60 feet long, 26 feet wide, with top <sup>and bottom</sup> widths of 8 feet, a side width of 3 feet and with 11 footings about 16 inches square and several feet deep to anchor the "C" to the hill, with steel reinforcing bars extending from the concrete piers into the 6-inch slabs of the "C". - (Over)

When the project was publically announced, <sup>some members of</sup> there was a storm of protest <sup>from</sup> the faculty and <sup>some of the</sup> Berkeley residents, <sup>up and debated</sup> about the site of the "C", which was taken / pro and con by the general public. The main protest of the opposition was that the color of the letter, "yellow" would harmonize neither with the green hill slope in winter and spring, nor with the brown in summer and fall; that it would mar the beauty of the Berkeley Hills, the "birthright of the people about the Bay" and that on account of the sliding conditions of the <sup>steep</sup> hills <sup>side</sup> that the "C" would slide down the slope, break up and become an eye sore on the landscape. Other facetious people suggested advertising bill boards, depicting Bull Durham Tobacco, various brands of cigarettes, etc. A friend of the writers in later years, a Frank Morton Todd was a writer on the local Berkeley Newspaper and <sup>became</sup> ~~was~~ a <sup>ardent</sup> sponsor on the building of the "C" but on account of his <sup>ardent</sup> stand for the project <sup>he</sup> was fired from his job.

Among the various committees for the project the following

xxx

The writer's original notes indicate that 34 sacks of Portland cement, 4 cubic yards of coarse sand and 7 cubic yards of broken stone were ordered for delivery at the Dairy Barn in Strawberry Canyon. In connection with the design and the proportioning of the concrete mix, the writer, of course, conferred with Professor Frank Soule, dean of the College of Civil Engineering, whose course in "Materials of Construction" the writer was enrolled in during that particular semester.. He also conferred with Loren E. Hunt, engineer in charge of the Materials Testing Laboratory for practical ideas.

men of the classes were appointed :- ~~King~~ Adolph Teichert, Jr. '07 ( in charge of the concrete work) and J. Meckfessel '08 of the College of Civil Engineering; Ralph Button '07 and G. A. McEldowney '08 of Mechanics; <sup>Engineering,</sup> John J. Eggers '07 and H. L. Englebright '08 for Mining; Robert R. Rankin '07 and J. H. Jenkins '08 for Commerce; A. B. Smith '07 and R. F. Bosshard '08 for Chemistry and Natural Sciences; Jack Fletcher '07 and F.A. Whire '08 for Social Sciences and Letters.

The design and <sup>the</sup> obtaining of the bronze plate, which is imbedded in the lower slab of the "C" was in charge of C. H. Ramsden, Mechanics '08. At first Mr. Ramsden had designed the plate with raised letters in the inscription. When it was submitted to the writer for approval, <sup>I</sup> objection <sup>ed</sup> ~~was raised~~ against <sup>the</sup> raised letters. ~~He~~ <sup>I</sup> was told Mr Ramsden that with a cold chisel the letters could all be removed in a short period of time and the plate ruined. The writer told him that the inscription was OK but to have ~~xxxxx~~ the letters deeply grooved into the plate. The bronze plate was cast and presented <sup>gratitudo gratulatio</sup> to the classes by the W. T. Garratt Co. <sup>company of</sup> San Francisco. The inscription reads " IN MEMORY OF THE RUSH, — BURIED BY THE CLASSES OF 1907 AND 1908, — MARCH <sup>23</sup> 23, 1905, — REQUI<sup>E</sup>SCAT IN PACE ", It is about 10 inches by 16 inches in size, with webs about 5 inches deep on the underside with holes through the webs, through which steel reinforcing bars about 8 feet long were run in both directions, ~~so~~ <sup>In</sup> order to remove the plate ( which has been attempted on occasions) it would be necessary to blow or break up a slab, of concrete about 8 feet square.

President Wheeler was in the East during the <sup>planning and construction</sup> preparations of the project, ~~and during its construction~~. The classes sent him a telegram asking <sup>him to</sup> that ~~he~~ declare a holiday for the freshmen and sophomore classes On March 23, 1905, the day the classes had hoped to build the big "C". The President referred the request to Profess-



or Carl Pheln, <sup>the</sup> acting president and to Professor Clarence L. Cory, chairman of the Faculty Students Affairs Committee. Professor Cory was in favor of the project, anything to get rid of the class rush and class rivalry, so he granted a holiday to the two classes on Saturday, March <sup>18</sup> 20th, 1905.

California Hall was under construction at the time. The contractor <sup>on the building</sup> gave the classes some steel reinforcing bars, expanded steel mesh which was used to reinforce the slab, <sup>and</sup> ~~broken~~ broken terra cotta roof tile which was used for drainage under the bottom slab of the "C", and <sup>also</sup> some lumber for forms.

The committee was able to borrow from the Key System Company and from the Contra Costa Construction Company several wheel barrows, picks, shovels, buckets, sacks, etc. They <sup>committee</sup> also purchased lumber for forms, stakes, straight edges, tamps, mixing platform, etc., also nails. Many of the workers brought their own shovels, hammers, saws, cement floats and trowels.

At 8 o'clock on Saturday, March <sup>18</sup> 20th it was raining <sup>and</sup> had <sup>lightly</sup> rained during most of the night. The writer met with the leaders of the various groups at the Civil Engineering Building and it was decided that ardor should not be dampened by a little rain, that we had planned to construct a big concrete "C" on that day, so why not start. The rain let up for the entire morning. We were off to our respective jobs.

A group of the engineers under the leadership of Adolph Teichert, Jr. and John J. Eggers went direct to the site to grade the area, dig the holes for the piers, set the forms, prepared the site for and <sup>make</sup> ~~make~~ the concrete mixing platform, and to grade a path for the wheel barrows from the mixing platform to the "C". The writer and Clyde Cameron had previously set the <sup>stakes for all the</sup> corners of the "C" and the <sup>for</sup>



location of the piers.

The Mechanics group installed a hand operated force pump near the wooden storage tank northerly <sup>and</sup> up the hill from the Dairy Barn, lined out and connected up water pipe and fire hose from the pump to several wooden barrels placed just below the site of the "C" ~~and~~ <sup>This</sup> <sup>Group</sup> were kept busy during the morning in pumping water for mixing the concrete, wetting down the site or repairing the ~~many~~ <sup>frequent</sup> breaks in their pipe line. <sup>and hoses.</sup>

Another group collected the various materials and equipment which had been donated or loaned to us by the various contractors, and carried them to their point of use. The remainder of the workers proceeded to the Dairy Barn, some filled sacks with sand and/or rock <sup>fire</sup> while others formed a line, like a bucket brigade from the Dairy Barn to the mixing platform, sophomores and freshmen alternating <sup>in</sup> along the line. The sacked materials <sup>to the mixing platform.</sup> was then passed from one to another along the line. <sup>between themselves</sup> Many of the huskies of each class made bets <sup>VP</sup> on carrying ~~the~~ sacks of cement direct from the Dairy Barn to the site, <sup>most of them</sup> however, ~~many~~ had to take numerous rests along the route.

The site for mixing the concrete was a benched area just below the "C". A wooden bench was later placed at this location as well as the locker containing the electrical equipment which was used in later years for illuminating the outline of the "C" on nights just prior to a major football game. When the concrete was mixed it was shovelled into ~~the~~ wheel barrows and delivered to the "C" by having <sup>one</sup> <sup>the</sup> husky <sup>classmen</sup> ~~man~~ guide the wheel barrow while others pulled the load up a path by ropes attached to the front of the barrow. Other men spread the concrete and levelled it off with wooden straight edges.

During the progress of the work certain upper classmen

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and accountability in the financial process.

In the second section, the author details the various methods used for data collection and analysis. It highlights the use of statistical software to process large volumes of information efficiently. The results of these analyses are presented in a clear and concise manner, allowing for easy interpretation of the findings.

The third part of the document focuses on the implementation of new procedures to improve operational efficiency. It describes how these changes have led to a significant reduction in errors and a faster turnaround time for processing requests. The author also mentions the ongoing monitoring and evaluation of these procedures to ensure they remain effective over time.

Finally, the document concludes with a summary of the key points discussed. It reiterates the commitment to high standards of accuracy and efficiency in all financial and operational activities. The author expresses confidence in the team's ability to continue to improve and adapt to future challenges.



came to the site and made attempts to egg the lower classmen into a fight. When the prodding and teasing did not stop, the upper classmen would be rushed, seized and tied up along the site of the operations and until they agreed to clear out.

The entire job was practically completed ~~by~~ by noon time, when we all marched or trodded ~~xx~~ wearily down the hill to the basement of Hearst Hall where the women of the two classes had prepared a hot lunch of baked beans, hot dogs, coffee and pie.

The Women's Committee in charge of these arrangements included: On Finance - Carmelita Riley '07, Cornelia Stratton '07; Rose Hizar '07, Amy Fischer '07, Elsie Cotter '07, Freda Watters '08, Ida McCoy '08, Lily Peña '08, Hannah Wollenberg '08; On Arrangements - Alice Berry '07, Elizabeth Markle '07, <sup>1<sup>st</sup></sup> Carrie Winter '08; On the Dinner - Mabel Goddard '07, Jennie Gooch '07, Mabel Edwards '07, Jessie Bowers '07, E. Matters '07, Francis Sanborn '07, Lulu Thornburgh '07, W. T. Sale '08, A.B. Tobin '08, H.M. Young '08, E.M. Lucy '08, and A.M. Heyward '08.

After the lunch brief speeches were made by the class <sup>members</sup> presidents, Lloyd Bryan and James Burke and by several of the Women's committee. <sup>The writer</sup> X was called on for a few words, he recalled becoming confused but finally stammering out his thanks to everyone in making the project a success and finally asking the help of a few of the men to go back up the hill to put sacks over the fresh concrete to protect it from damage as it had begun to rain. *again.*

The speaker at the Charter Day exercises in the Greek Theatre on the following Tuesday, March 23, 1905, was Dr. Henry Van Dyke. Toward the end of his speech cheers and eskies were heard from the "C" on Charter Hill, culminating the finish of the big "C" construction, ~~the~~



cause <sup>was</sup> some repairs and finished grading around the "C" was necessary to complete the job.

The classes of 1907 and 1908 had done of their own free will what years of disapproval of the entire State and strenuous hindrance by the faculty had failed to accomplish. These two classes, now sophomore and freshmen, will go down in the history of the University as those who sacrificed their class spirit for love, <sup>outmoded manifestations of</sup> of Alma Mater and <sup>and greater good</sup> effectively put the death seal on class, rushing, the thing which ~~brings~~ brought the greatest odium upon the name of the University of California, thanks to the press.

In later years the Charter Day spirit between the two lower classes was kept alive by friendly and orderly competitive games staged on the football field. For a number of years it ~~was~~ took the form of a push ball contest, with a huge rubber ball about six feet in diameter, in which all men of the classes participated. The object of the contest was to move the ball down the field to the goal line, whereon the class who accomplished this was declared the winner for that year.

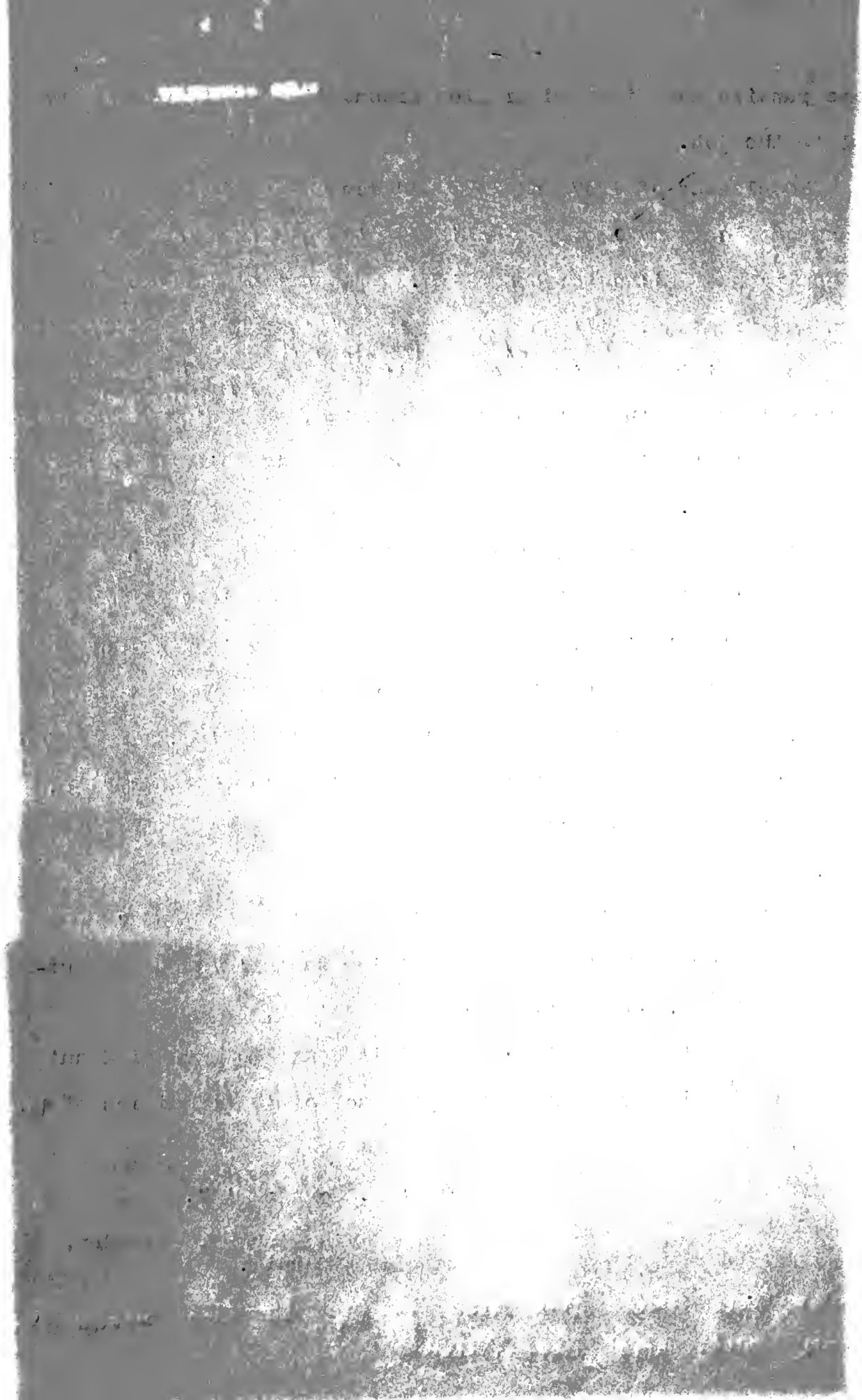
In later years it became to tie-up by teams of equal numbers, by tug of war contests, and by jostling contests of equal number of two man teams, one on the back of the other,

In recent years this class spirit seems to have died out completely and few if any of the students know of the tradition of the big "C".

  
Herbert B. Foster, '07.

834 Mendocino Avenue, Berkeley,  
California.

*Later there were free base fights, but this became too dangerous and was discontinued.*



# BERKELEY DAILY G

BERKELEY, CALIFORNIA, TUESDAY EVENING, JUNE 15, 1943

## Frosh, Sophs Bury Ax— "Big C" Born

*Bozette*  
*June*  
*9/15/43*

"Yes, I helped build the 'Big C' on Charter Hill above the University Campus 38 years ago."

Herbert Foster, University of California engineer, turned from his charts in the campus grounds and buildings department, rested his feet on a rung of the backless high chair.

"A period of notoriously violent interclass rivalry perished in giving birth to the 'Big C,'" he said. "With its creation the ~~poll-rafts tied together with twist-~~ new University spirit reached maturity."

He related how the immemorially spontaneous outburst of indignation-at-each-other of Freshmen and Sophomores, resulting now in occasional bloody noses, then ended just as often in broken ones, not to mention broken arms, and violent sprains and bruises requiring hospitalization. Such activity evoked parental protests, and, by feeding newspaper columns, gave to the public an unfavorable impression of the University, which its officials were unable to cope with.

Freshmen and Sophomores carried out fierce and well-organized raids against each other. Their class meetings were held in secret. If their rendezvous were spied out, the meeting there would be broken up by the rival class unless a force of Junior-class guardians were called out as a protection squad—and it often was.

### FRESHMAN RUSH

To the Freshmen the evening before March 25—charter day—meant one thing: the Freshman rush. Up the side of Charter Hill would swarm the whole class, battling against a horde of Sophomores for the right to imprint massively upon the hillside their class number. Casualties grew to a point where the administration forbade the staging of the rush on pain of expulsion of participants from the University. The last rush was held in 1903.

An attempted rush in 1904 proved abortive. The authorities turned floodlights on the hillside, and "campus cops" were empowered to serve summons on disturbers of the peace to appear before the dean. Groups of boys, their faces blackened to avoid identification, congregated expectantly on the outskirts of the field of battle for many hours, waiting for something to start happening—but nothing did.

"A year went by," continued Mr. Foster. "I, who had been a Freshman, was now a Sophomore. A group of us, calling ourselves the 'Hillside Gang,' because we ate our lunch on a slope below the place where California Hall was being erected, included in our number the class officers. We were in the habit of discussing campus politics.

"Wonder if there'll be a rush this year?" said one of us as Char-

### Frontier Rodeo



Cowgirl Haroldine Hansen, typical outdoor lassie of the Redwood Empire, who will take a leading part in the seventeenth annual Willits (Mendocino) Frontier Days and Rodeo, July 4-5. A colorful program of Western entertainment, street parades, dancing, band music and daring exhibitions of bucking bronchos, roping and other rodeo events will be presented in conjunction with a wartime observance of the Nation's birthday.

ter Day approached.

Harold Kelley spoke up; "If we can't have a rush, how about doing something on Charter Hill anyway—Frosh and Sophs, together—something useful?"

Last year's class had planted some saplings up there (the big trees you can see there today), so I suggested planting some more in the form of a big C.

"Great idea!"—but on the heels of this a dampening thought: Wouldn't the Stanford Indians cut down the trees for trophy-sticks at their first opportunity?

"Let's build it of masonry then," I said.

"Forthwith the idea was taken up wholeheartedly and discussed

at length. We drew plans, specifications, and estimates of material. (I still have the originals).

"We sprang the idea. Towards it the campus and the public were both divided—the majority with us, the minority in opposition. Some citizens thought that a giant letter would be an eyesore. One of the objecting faculty feared that the whole thing would gradually move downhill, eventually invading the campus.

"But we went ahead. We had support Dr. Clarence Corey, substituting for President Wheeler, who was in the East then, said he would back most anything to help get rid of excess class rivalry.

### WORK BEGINS

"And so one Saturday early we set to work, regardless of the fact that it was raining. Next Tuesday would be Charter Day and we wanted the 'Big C' finished for the occasion. We formed a staunch bucket-brigade up the hillside—Sophomores alternating with Freshmen, though some wouldn't have believed such cooperation possible.

"The mechanics students piped up water. The co-eds prepared a lunch in old Hearst Hall. Several Juniors who attempted to make trouble were summarily tied up.

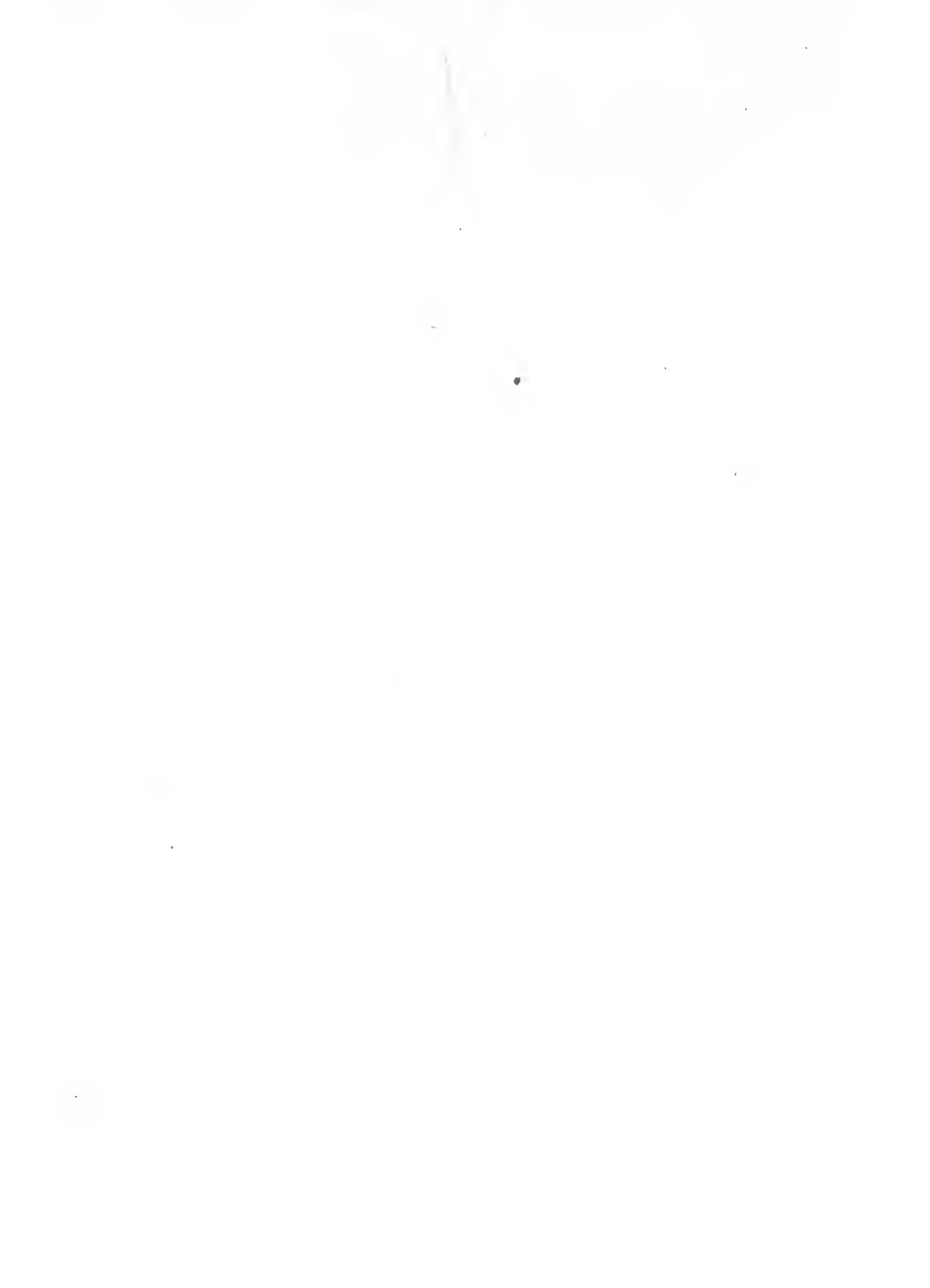
"I had suggested that we should mix yellow ochre with the cement, thus assuring to the 'Big C' its perpetual 'California golden' hue.

"No," said Jimmie Burke to me, "what good would that do? This thing is going to be smeared with red paint by the Stanfordites, no doubt about that, so we'll have to repaint it anyhow. 'But,' he added, 'I think I see the makings of a tradition: the guarding of this emblem from marauders when the football spirit is at fever pitch.' He forecast correctly.

### PLATE CEMENTED DOWN

"Incidentally, you know the copper plate up there—the one reading: 'In memory of the rush, buried by the classes of '07 and '08, etc.?' Well, many a time have poor Stanfordites pried at it in vain, hoping to remove it as a battle trophy. They can't do it. The plate was cast with perpendicular fins on its lower side. Into these we drilled holes, and through the holes we ran stout iron bars—we got these from the building supplies at California Hall. The whole we sunk in wet cement. The only possible way to remove that plate is to carry away an eight-foot block of concrete with it.

"Yes, we finished the 'Big C' on Charter Day, 1905. Just as memorial services were being held in the Greek Theater that afternoon we gave them an Oski-wow-wow to let them know we were done."





Herbert B. Foster, 834 Mendocino Ave., designer of the "Big C" overlooking the University of California, looks at his student cap, worn by the class of '07. —Gazette photo

## Construction of Big C at Century's Turn 'An Epic'

A phase of the University of California that is older than the decade, but an integral part of every UC student's life is the Big C.

The story of its construction is fascinating history, as gleaned from the designer of the landmark, Herbert B. Foster, 834 Mendocino Ave., Class of '07.

At one of the luncheon meetings of the "Hillside Gang," composed of students who ate lunch on the hill above the campus, trees planted in the shape of a C were suggested as a class project. The classes of '82 and '88 had done it.

Foster came up with the idea of a masonry C that would be permanent. The entire sophomore class approved the idea, as did the freshmen at a special meeting.

It was at that meeting the tradition of painting the Big C was born. Foster suggested putting yellow ochre in the concrete to make its color permanent. Class President Jim Burke objected. "I see a tradition in the making if we require each successive class to keep the color bright," he said.

"By March 1, 1905, machinery was in motion. Foster was named chief engineer of the project. Surveys were made to place the C in reference to the axis of the campus, so that it would be visible from any spot.

Original plans show that the C is 60 feet long, 26 feet wide and has 11 reinforced concrete piers deep in the hillside.

Despite a storm of protest from the citizens of Berkeley, the administration approved the idea and March 20, 1905, was declared a holiday for the construction.

The big day arrived, raining; undaunted, the men of the two classes started up the hill.

The site was cleared and leveled. A pump was set up near the dairy barn in Strawberry Canyon

and pipe and hose ran up the hill to several barrels. Strong arms began pumping water to the barrels. From there water for the concrete was passed on up to the mixing shelf by a bucket brigade.

From the mixing shelf, wheelbarrows filled with concrete were strained on up to the site.

During the work, certain juniors and seniors tried to interrupt the work, but were seized and tied until they agreed to leave in peace.

By noon the work was nearly completed and the weary workers straggled down the hill to lunch on beans, hot dogs, rolls, pie and coffee prepared by a women's committee.

Speeches were made. So ends the saga of the construction of the Big C.

.t. 1907

In June 1957, the class had copies of my history of the construction of the big "C" printed and bound, and one copy was presented to the University of California by the class of 1907, June, 1957 and one copy presented to the California Alumni Association. My original copy was edited by Harold Gray, secretary of the 1907 class and by the Reverend Harold H. Kelly. The draft of the revised copy is attached herewith.

Also is a letter received by me from Clark Kerr, dated July 15, 1957, Chancellor of Berkeley.







APPENDIX B

The Story of the Development of the  
Athletic Facilities at Berkeley

by

Herbert B. Foster  
834 Mendocino Avenue  
Berkeley, California

1960



ATHLETIC FIELDS OF THE UNIVERSITY OF CALIFORNIA AT BERKELEY.

A major athletic field or fields had been envisioned for the campus of the University of California at Berkeley for many years prior to the building of the California Memorial Stadium and the fields adjacent to the Men's and the Women's Gymnasias.

In the International Competition for the Phoebe Apperson Hearst Architectural Plan for the University of California in 1899, competitive plans for the layout of a campus for the University of California, awarded in 1899, nearly all the plans submitted showed a stadium in connection with the Gymnasias.

From the middle nineties to 1915, the running or cinder track was located on the east edge of the eucalyptus grove, north of Strawberry Creek and Center Street path and south of the north fork creek known as Blackberry Creek. Its major axis was north and south. The distance around the track was about 325 yards, making the track about  $5\frac{1}{2}$  laps to the mile. The 220 yard dash and hurdles were run partially on one turn at the south end and always in lanes. The hammer throw was staged on the baseball field located east of the track. Bleachers were located on both the east and west sides of the track. I practiced and ran many a race on this track from 1899 and 1906, while attending the Polytechnic High School in San Francisco and in my freshman and sophomore years at the university.

The baseball and football field up to 1904 was located immediately east of and adjoining the running track on the site now occupied by the Life Science Building. I recall bleachers only on the west side of the field, and a low set of bleachers on the east and north sides of the field for baseball spectators. There was a fence about 8 feet high around the field.

In my years in college (1903 to <sup>Aug.</sup> <sup>Nov.</sup> 1907) many of the students went to football and baseball practice, and the rally committee held regular

THE HISTORY OF THE UNIVERSITY OF TORONTO

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singing practice on the bleachers several times a week. The students became more intimate with their athletes. I recall one day when "little Mini", one of Cal's star half backs on the football team, related to me that the students placed their athletes on pedestals and actually worshipped them, so when a game came along, they played their hearts out and gave their all in order not to fall off the pedestal that their fellow students had placed them.

In those days the big game naturally, as it is to-day, was with Stanford University. Other practice games during the season were staged with the Reliance Athletic Club of Oakland, the Olympic Club of San Francisco, the Multamonah Athletic Club of Portland, the Sherman Institute of Arlington, just south of Riverside, and occasionally with other organizations. There was no athletic conference with other institutions.

I remember an incident that happened on the bleachers in the football game between the University of California and the Reliance Athletic Club of Oakland. It was in the fall of 1903. Harry Howard, known to and called by all his friends as "Greek" Howard was a natural athlete. He was the star 440 yard man on the track team, and played tackle, end or half back on the football team. He was a fine specimen of manhood, a natural athlete and looked the part of one of the Greek gods, therefore his nick-name of "Greek" Howard. This particular afternoon "Greek" Howard was playing one of the half back positions on the team. On one play "Greek" was given the ball around the end, and soon was on his way for a touch down. A girl in the bleachers began to yell "Greek" Howard, make it a touch down. During this commotion, a lady behind her tapped her on the shoulder and said his name was "Harry". The girl said "no", that it was Greek Howard, she should know, that he was her beau and that she was engaged to him. The lady then responded that she should know that his name is Harry because he was her son. And so

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it happened that Harry Howard's future wife and his mother met for the first time on the bleachers of a football game. I witnessed the incident because I sat two seats from Mrs. Howard and one row behind the girl. For over thirty years, the Howard family and the Foster family often spoke of this incident, we had become close friends over the years.

The football games between California and Stanford and ~~and~~ other important inter-sectional games were staged in San Francisco. The California- Stanford game was most always held on Thanksgiving Day. In the <sup>early</sup> nineties the games were held at the 8th and Market Street Recreation Grounds, which later became the home of the Pacific Coast Ball Club in San Francisco. From 1898 to 1902, inclusive, the game was held at the 16th and Folsom Field and in ~~1902~~ 1903 at a field near the end of California Street.

At the game between California and Stanford in 1900, held at the 16th and Folsom Street field, I was carried into the field by Rex Womble, one of the California star ends. The team, fully clothed in their football suits were brought to the game in a large tallyho, drawn by six horses. They were driven up Market Street under the cheers from admiring followers. Youngsters stood around the entrance gates to the field as the team filed in. From pictures in the newspapers I recognized Rex Womble, and called out his name as he passed by me. He put his arm around me and half carried and half dragged me through the gate. So that day I saw the game from the field, but kept alert to keep out of the way of the police who probably put me off the field and out of the grounds.

From 1900 I witnessed many of the California-Stanford football games. I particularly remember the 1902 game at the 16th and Folsom Street field. The very first play after the kick-off provoked a fight between the players and within minutes there was a free for all fight between players, spectators and the police. Several players were put



out of the game. Later in the ~~game~~ afternoon was the great catastrophe with the collapse of the roof of the Glass Works, where hundreds of spectators had climbed to witness the game. Several people were killed and many others were injured.

On Thanksgiving Day in 1903, the California - Stanford football game was held on a field near the end of California Street. I recall that in the preliminary game between the freshmen teams from California and Stanford that the 1907 freshman team (my class) was beaten by the Stanford freshmen by a score of        to        . I remember that Phil Carey was yell leader that day and that the song " I Rambled" was first sung by the students. I remember another incident that happened after the night of the game. On the night of the big game it was usual for a big celebration in down-town San Francisco, in the theatres, bars, clubs, Chinatown and restaurants. The town was literally torn apart. The following incident happened in the red light district in Chinatown. Down one of the alleys ( I believe it was St. Anne Street, off of Pine Street) a free for all fight had started. I came upon the scene with two of my buddies, John J. Olsen and Lloyd Bryan. We had arrived on the edge of the crowd which had gathered and could not see just what was going on. I then relied upon my knowledge of Chinatown from my high school days. I had my chums follow me down some stairs in a nearby building, through a basement hallway, then up stairs to the roof, then over a parapet wall to the building overlooking the alley where the fight was going on. We had a good vantage point but my pals were scared until I assured them that I knew my whereabouts in all ~~of~~ parts of Chinatown and could take them for blocks in Chinatown through hallways, roofs, and even tunnels underground.

In 1904 California Field was constructed on the Berkeley campus for use for football and baseball, on the area west of old Hearst Hall, the women's gymnasium, and the women's basket ball courts, located on the



west side of College Avenue and north of Bancroft Way. Wooden bleachers were constructed on the east and west sides of the field. This field became very muddy after rains. To overcome this condition prior to a football game large canvasses were spread over the field, and particularly if rain was expected. In 1910 this field was widened to the east to accomodate the Rugby type of football. Additional bleachers were constructed at the north end of the field. I supervised the moving of the east bleachers and the additional grading which was required. I also assisted in the design and preparation of the plans for the north bleachers, working in Professor Charles Derleth's office. In 1911, to help overcome the trouble of a muddy field during the rainy season, Professor Charles Gilman Hyde was employed to design and layout a system of terra cotta tile drains, installed in trenches, filled in with gravel and sloped to the west side of the field. I assisted Professor Hyde in this work and also supervised the regrading of the field to give the surface more lateral drainage. This field was never very good as a playing field during periods of heavy or constant rainfall due mainly to the fact that the soil material of the field was a heavy clay soil. This work was done when Milton Farmer was the Graduate Manager of the Associated Students. The experience gained by me on this work helped me greatly when I worked on the construction of the field of the California Memorial Stadium.

From a small boy I always was interested in sports, such as baseball, football, tennis and track. <sup>in San Francisco at Polytechnic High School, located at the southeast corner of Bush and Stockton Streets</sup> During my high school days, I pursued all these sports, ~~During my high school days~~ but particularly track, baseball and bicycle riding. I was elected Athletic Manager and was one of the group who organized the San Francisco Athletic Association of the high schools in San Francisco <sup>in 1901.</sup> The other members in this organization were William Middleton from Lowell High School, "Bones" Hamilton from Lick High School, and -- Bowley from Mission High School.



## INSERT

In the <sup>Spring</sup>~~fall~~ of 1900, I first met Walter Christie, coach of track and field at the University of California, at a bay Counties Track meet held at the University of California Cinder track in Berkeley. In the two mile race I was spiked twice by a --- Bowley of Mission High School. Walter Christie removed the cinders from my knees and bandaged me. This meeting was the beginning of a long friendship and association with Walter Christie until his death in 1957.





These same schools in San Francisco also belonged and participated in track and field meets in the California Academic League, which was State wide, and in the Bay Cities Athletic League, which composed schools about San Francisco Bay.

In the University of California beginning with August, 1903, I went out for track and baseball. On the track I tried out for the half mile, mile and two mile events. I never participated in any of the field events. I never won a race because there was too much ~~better~~ talent for me. I best I did was to break even time in the half mile (just under two minutes). I participated in one <sup>eventful</sup> half mile race, staged at the Emeryville Race Track in 1904 when Roy Service ran the half mile in 1: 52 3/5 , a record for that day.

In the spring of 1904 I went out for baseball. There were many excellent players on the team, Overall, Heine Heitmuller, Causley, Jim Schaeffer, Roy Reid, Joe Bliss, *Dog Graham*, and many others. In those days many of these boys had to ~~make~~ money to stay in college, so they often played semi-professional baseball under assumed names. My only claim to glory was to catch the ball when Ovie Overall was warming up. After graduation in 1904, Overall joined the Chicago Baseball team and pitched the team to a world's championship, winning two games by his pitching. Jim Schaeffer <sup>of Berkeley</sup> joined the Boston team and played in the outfield when Babe Ruth was pitching for this team.

In the fall of 1911, I had occasion to go with Ralph Palmer Merritt, the Comptroller of the University, to a football game on the campus. Ralph Merritt had been Graduate Manager of the Associated Students in 1907 and 1908 and had a keen interest in their problems and welfare. On this day Ralph told <sup>(instructed)</sup> me that as University Engineer, it was my duty to assist the management of the Associated Students in their engineering problems whenever I could and without cost to them, as any



work that I did for them was of value to the University. So, from that date until the present I have done and/or offered ~~my~~ services gratuitously on any and all of their engineering problems and maintenance work of the Associated Students of the University of California.

The major items have included changes in the field, bleacher design and drainage of old California Field, the Running Track constructed in 1914-15, the California Memorial Stadium, the entire Southwest Athletic development (Edwards Field), and consultation on many other of their engineering problems.

For many years I laid out the football and baseball fields, made the seating diagrams of the bleachers of the various fields and of the Men's Gymnasium. I also have made maps of the road approaches, paths, entrance gates, etc. of the various fields.

My gratuitous services to the Associated Students over the years would have amounted to many thousands of dollars. I am proud that I had the opportunity to do this work.

In 1914 the writer made the surveys and prepared the plans for a new running track and field, located west of old California Field, east of Barrow Street and north of Bancroft Way, and now the site of the Women's play field on the west side of the <sup>present</sup> Women's Gymnasium. The track was designed four laps to the mile. After I had started the designs on this track, I lost the engineering control of the project to Hohn Galen Howard, the University architect, who intervened under his contract with The Regents, wherein he was to design and have full charge of all buildings and construction on the Berkeley Campus, west of Piedmont Avenue. However, the Associated Students Association appointed me as chairman of the special track committee in charge of all details and layout of the new track, so I was in virtual control of design and construction.

At this time (1914), Mr. Walter Christie, track coach and I experimented with various materials for the track construction and

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surfacing. Among the materials tried were the usual coal clinker and cinders, sandy clay on a clay base, a sandy clay surfacing on a base of redwood bark and shavings, and a peat base covered with a layer of mixed sandy clay and screened cinders. The use of peat as a base had intrigued me for many years, the Emeryville horse race track in Emeryville had been constructed with a peat base about a foot thick, topped with bark. This track retained its resilience for many years and always had excellent drainage. This track was never muddy in rainy weather. A close personal friend of mine, Paul Bailey, who at the time was manager of a large ranch owned by Louis Titus, north of Tracy which extended down to the marshes and had large deposits of peat. I advised Mr. Bailey of my project and he sent me two truck loads of peat cut into cubes about 6 foot in size. The peat was placed in a strip about two feet wide for the experimental section of track, and topped it with a layer of a mixture of sandy clay and screened cinders. This type of track construction had great merit but due to lack of sufficient funds it had to be discarded. The track that was constructed had a clay base and a topping of cinders salvaged from the old track near the eucalyptus grove. In this development, bleachers were constructed on the east and west sides of the track. This track was much used during the many track meets held during the Panama Pacific International Exposition in San Francisco. Many noted track and field stars performed on this track and set records. This track served its purpose satisfactorily until the new athletic fields (Edwards Fields) were constructed in 1931 in the area east of Fulton Street to Dana Street and north of Bancroft Way to the Cross Campus Road.

About 1924, I, as University Engineer, began the study of a major Men's Athletic plant for the so-called southwest area of the campus, which included a new running track and field, and a baseball field, to be used also for practice football in connection with the proposed Men's Gymnasium. A portion of the funds for the <sup>construction of the</sup> Gymnasium had



been made under the Cowell bequest about 1904. I recall as a student when President Wheeler announced from the platform in the old Harmon Gymnasium at a University meeting that the University had received funds from the Cowell Estate for a new men's Gymnasium and for a student hospital. It took many years before <sup>the</sup> with the University Hospital (Infirmary), built in 1929, <sup>on the east side of College Avenue</sup> and the Men's Gymnasium (built in 1931) were constructed.

The development of the Men's Gymnasium and practice play fields and <sup>the</sup> running track stadium in the southwest corner of the campus had been a dream of mine since 1913 when The Regents of the University of California decided to square out the campus by acquiring lands south to Bancroft Way and west to Fulton Street. My development scheme was made in 1924. About five years later plans for the Men's Gymnasium and Play Fields and Track were authorized. I recall a conference called by Comptroller Sproul in his office to discuss the project. Among others at this meeting was Professor Frank Kleeberger, head of the Department of Physical Education for Men, <sup>and others</sup> who were asked for their comments on the tentative plan of development. Frank was interested and surprised at my proposed plan. He asked me when I had made it and I showed him the date of the plan, <sup>(1924)</sup> He then called me a dirty dog for not taking him into <sup>his</sup> my confidence about the plan, as we had been close personal friends over the years. Comptroller Sproul then advised the group that the plan was only a tentative plan prepared by the University Engineer for discussion and comment. However, my tentative plan was virtually carried out in final form as I had planned it.

The details of the Running Track and Field were entirely prepared in my office of the University Engineer. I aimed to make this track and fields the finest in the country. It was four laps to the mile. Transition curves, as used in railroad and present highway lay-





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Track Blueprint -  
George C. Edwards  
Track & Field?



PAT. JULY 1922.  
**THE IMPROVED  
COLUMBIAN CLASP**  
WORCESTER, MASS. HOLYOKE, MASS. ROCKVILLE, CONN.  
SPRINGFIELD, MASS. HARTFORD, CONN. WAUKEGAN, ILL.



out of curves, were used between the tangents of the straightaway portions of the track and the circular portions at the ends, in order that runners in negotiating the curves at high speed could hold their position close to the pole or inside rail without undue effort ~~to~~ due to centrifugal force. This idea was given to me by Billie Drum, one of California's star sprinters in the nineties. He was an engineer for a railroad <sup>(Northwestern Pacific Railroad, from Sausalito to Eureka,</sup> and knew the mechanics of centrifugal force. The turns at the ends of the track were banked to care for the centrifugal force of the runner while negotiating the curve at full speed. I now understand that the banking of the curves has been forbidden by the Olympic Games Committee. I first noted this at the Stadium at Helsinki in Finland in 1950 which had flat turns. I discussed this item with the superintendent of the <sup>Helsinki, Finland</sup> stadium and he told me that the track was made to the rules and specifications of the Olympic Games Committee.

The main drainage of the track consists of graded lines of <sup>terra cotta</sup> tile drains on each side of the straightaways, with catch basins about 80 feet apart to collect the surface run-off in the valleys or depressions on each side of the track.

The east straightaway is 20 feet wide and the west straightaway is 32 feet wide, the width of the field between the pole or curbs is 208 feet. The 220 yard sprint and hurdles are run on the west side of the track. For the layout of the high jump, pole vault, broad jump, shot put, and javelin see the attached plan of the field.

The subgrade of the track was a clay soil which was graded and rolled to a firm base. On the straightaways it was sloped 4 inches away from the pole or inside curb, or at the ~~the~~ rate of 1 inch in 8 feet ( a slope of 1 inch in 6 feet would have been better). At the end curves it was sloped to the inside curb at a slope of 0.9 inch per foot at the center or axis, tapering or flattening as the straightaways



were approached. Three inch terra cotta tile drains, laid in a trench below the clay subgrade, surrounded with one inch gravel laid in a trench below the clay subgrade, surrounded with one inch size gravel collect the drainage. A complete drainage system carries the drainage away from the track and field.

The track construction consists of 5 to 6 inches of coarse rounded gravel from  $1\frac{1}{2}$  to 2 inch in size, laid on the rolled subgrade to facilitate the drainage, then 5 inches of coarse coal clinker, which was retained by screening on a  $\frac{3}{4}$  inch square mesh screen; on top of this was placed 4 inches of cinders <sup>(layer)</sup> which passed a  $\frac{3}{4}$  inch screen and was retained on a  $\frac{1}{4}$  inch screen; then on top of this was placed a 2 inch layer of cinders which passed a  $\frac{1}{4}$  inch screen, and for the final topping, 2 inches of cinders and fine sandy clay which passed through a  $\frac{1}{4}$  inch screen and mixed in about equal parts. The clay acts as a binder and provides a firm but resilient surface which the spikes of the running shoes will not disturb and will pull clean when the foot is lifted.

The cinders were obtained from various sources on account of the large quantity required; namely, from the Bingham and Garfield Railway Company; Salt Lake City; the Utah Fuel Company, Utah; the Denver and Rio Grande Railroad and from the Columbia Steel Company at Provo, Utah. No charge was made by these companies for the cinders except for the cost of loading the freight car, which cost varied from \$15.00 to \$20.00 per car. To this add the cost of the freight and hauling charges from car to the track <sup>at Berkeley</sup>. The cinders weigh about 1500 pounds per cubic yard. The clay was a sandy clay from pits north of Fresno on the south bank of the San Joaquin River. The sandy clay is the same as that used in the running track of the Fresno State College, which is considered one of the fastest running tracks in the United States. The sandy clay cost \$0.90 per ton f.o.b. cars at the plant siding. The freight from



Fresno to Berkeley (Adeline and Stuart Streets) was \$3.00 per ton and ~~the~~ the hauling from car to Edwards Field was 35 cents per ton.

The curb of the track is a 3 x 8 inch surfaced redwood treated with Columbia wood preservative, manufactured by Charles Andrews, formerly wrestling instructor in the Department of Physical Education for Men at Berkeley. The treatment consisted of floating the dry timbers in a trough filled with the preservative to get maximum absorption, and then racked up in piles with open spaces for ventilation so they would dry.

The surface of the track slopes away from the pole or inside curb 4 inches in the 32 foot of width. This slope keeps the <sup>track surface</sup> ~~land~~ next to the pole drier and therefore in good condition.

The runways for the broad jump, javelin, high jump and pole vault are constructed of a sandy clay, screened through a quarter inch mesh screen, laid on a rolled sub-base 6-inches deep and then rolled to a firm surface. There are no cinders or an underdrainage system below these runways. The runway for the broad jump is 4 feet wide by 140 feet long; for the javelin 4 feet wide by 110 feet long, except at the take-off where it is widened to a width of 12 feet for a distance of 15 feet, tapering off for a distance of 20 feet to the 4 foot runway; and for the pole vault the runway is 4 feet wide by 135 feet long.

The clay was obtained from the pits north of Fresno and is the same material as used in the track construction. A clay with less sand would be more desirable as it would pack harder and firmer. At the take-offs the surface had been made firmer by the addition of a stiff clay free from gravel and stones. Fire clay was used for this purpose, as it was finely ground and easily applied. Any stiff plastic clay is suitable. The take-off for the high jump is 40 feet wide by 60 feet long and is composed of stiff plastic clay from 8 inches thick at the sides away from the jumping pit to 12 inches thick at the take off at the pit. The dry clay was screened through a 1/4 inch mesh screen and





placed on a rolled sub-base and finally wetted and rolled to an even firm surface.

The shot put and discus rings were made entirely of tough plastic clay about 12 inches thick, the clay being free from gravel and stones. Even under the best of care in construction the rings are cut up so rapidly that two or more rings for each event should be provided. A puddled clay such as used in the manufacture of bricks or terra cotta products may be obtained from the plants near Lincoln, California, or from the Los Angeles area would be ideal for the take-offs for the high jump, broad jump, javelin, discus and shot put rings.

The pit for the broad jump is 8 feet wide, 36 feet long, and about 24 inches deep. An underdrain system around the edge of the pit consisting of terra cotta tile drain pipe was installed and connected to the drainage system of the field. Three layers of cinders were added, the first layer about 4 inches thick of coarse cinders, retained on a 3/4 inch screen, then a layer about 4 inches thick of cinders passing a 3/4 inch screen and retained on a 1/4 inch screen; and then a 3-inch layer of fine cinders passing a 1/4 inch screen; and finally a layer of screened sand about 16 inches deep. No shavings are added. The sand alone gives a clean line of demarcation of the jumper's foot prints.

The pit for the pole vault is 14 feet wide by 22 feet long. It would be desirable if the pit were 18 feet by 24 feet in size, as often a vaulter falls to the edge of the pit, / It is 3 feet deep and has a similar drainage system to that of the broad jump pit and is finally filled with about 30 inches of fine shavings. Do not use redwood shavings. Splinters from the redwood are likely to fester readily if they get into cuts.

A desirable pit for the pole vault and high jump is made by filling the excavated pit, which has been provided with a drainage system of gravel and outlet pipes, with a layer of from 10 to 18 inches of



shredded ~~redwood~~<sup>redwood</sup> bark, which is held in place by a cover of galvanized poultry netting of about 1-inch mesh and finally a layer of not less than 15 inches of pine shavings. The shredded redwood bark will act as a mattress, is resilient, and has a relatively long life.

The surface of the track requires constant attention to keep it smooth, even and of proper moisture so that it will not become hard and baked. Drags and brooms pulled behind a truck are usually ample to keep the track smooth and even. Sufficient water outlets should be provided for wetting down the track. The clay and cinder surface of the track should be removed, worked over and replaced every several years.

The 50, 100 and 220 yard sprints and the 130 and 220 yard hurdles are run on the west side of the track. The section of <sup>the</sup> track north of the bleachers on the west side has only a rather low fence and at times this section of the track is cold and windy. I have often recommended that a tree or high bush windbreak be planted along this section of the track to break the cold winds blowing in from the west. I have often heard the athletes say they dislike these cold winds as they are apt to cramp up awaiting the start of a race.

An underground sprinkling system was installed to cover the field portion but hand sprinkling is resorted to for wetting down the track.

Dressing rooms and showers are provided under the bleachers on the east side of the field.

This track and field was dedicated to Professor George C. Edwards, a graduate of the first class from the University in 1869<sup>(?)</sup>, a professor of mathematics and for many years the commandant of the University Cadets, and an ardent follower of track and field. For many years he was a timer of track events or a judge at the finish. I believe that it was fitting that this track be named the George C. Edwards Track and Field.



I was on a leave of absence as University Engineer from the University from November, 1919 to July, 1921, at the City of Sacramento as their Hydraulic and Filtration Engineer on their new water supply development for which bonds had been voted. However, I arranged and did put in my time on engineering operations of the University and of the Bear Gulch Water Company, which was owned <sup>and</sup> operated by the University. It was during this period and for a time after I returned to the University that the agitation was on for a new and enlarged football stadium for the Berkeley Campus, either on or off the campus, and for the financing of the project. Of course, I was much interested in the project, at least as to its location and size and of the major engineering details, playing field, etc. I voiced my opinions vehemently. Various sites were suggested and studied, including Hopkins and Milvia Streets, now the site of the Garfield, the Bunnell Tract at <sup>Carlton Street</sup>; the Heyward Tract between Grove and Milvia Streets, <sup>at</sup> now the Navy Housing area; the northwest corner of the campus, east of Oxford Street and south of Hearst Avenue, which was used for Nurseries, Forestry and Health Buildings, and formerly was the Drill Field and practice baseball and football field.

I will review some of the details of the project as taken from The Regents' records.

On Feb. 10, 1921, President Barrows reported to the Grounds and Building Committee of the Regents of the inception of plans for a stadium. The President informed the Committee that since the last California- Stanford Football Game, <sup>(1920)</sup> when it was impossible to seat a great number of students and alumni wishing to view the contest, there has been considerable discussion in the student body of the desirability of erecting a stadium or bowl, with a seating capacity of at least 60,000, and that the Executive Committee of the Associated Students had appointed three committees to consider the matter; First, a Committee on Stanford- Cal-



ifornia Athletic Relations, on which the future finances of the enterprise must be based; Second, a Committee on Finances to consider ways and means of raising the necessary funds which will probably be in excess of \$750,000; and Third, a Committee on Site and Type of Structure.

He presented a report from the third committee, consisting of Dean Derleth and Dean Probert, recommending that the structure be placed on northwest corner of the campus and that it be of the general type of the Yale Bowl. The President presented a blue print showing the space which such a structure would occupy on the site named. He then asked the Architect ( John Galen Howard) to present to the Committee certain studies which he had made of the problem, both as to the various sites and types of structure. Mr. Howard informed the Committee that he had considered three possible sites, namely, the northwest corner of the Campus; two blocks of land between Allston Way and Bancroft Way, Fulton and Ellsworthn Street, just outside the campus at its southwest corner; and the present site of California Field, and had found all three to be of practically the same size and equally available for stadium purposes, except as to transportation and financial considerations. He had further made a study of eighteen types of stadium or bowl, fitted to these sites, and had found that very satisfactory results could be obtained in a number of acceptable forms. Diagrammatic plans of these alternative types were presented to the Committee for consideration. The Committee expressed the opinion that the northwest corner of the Campus is necessary for drill field and playground purposes and cannot be devoted to a stadium; and that the financial outlay involved in the purchase of the land adjacent to the campus at the southwest corner would be too great to make that site a practical one. It was, therefore, voted to recommend to The Regents that the present site of California Field be used for the stadium or bowl and that the Supervising Architect be authorized to make a further study of that site and to recommend to the





to the Committee and to the Regents a type of structure which would meet the requirements of the student body and the University.

At the meeting of the Regents on April 12, 1921, The Regents approved the following portions of a Memorial<sup>presented</sup> by the Committee of the Associated Students in charge of plans for the erection of a University stadium.

(1) Financial :- It has been roughly estimated that a stadium of the type and size desired will cost in the neighborhood of eight hundred thousand to one million dollars, though decreasing prices of labor and material may permit a considerable saving on this amount.

In order to raise such a sum it will be necessary to invite the general public, as well as our alumni and students to participate in the campaign for funds. With this fact in view the committee has devised the following financial scheme, which has the advantage of offering not only the assurance of good seats, but also an actual financial return of one half the value of the subscription by means of free admissions for a period of years.

For each \$50.00 subscription the subscriber shall be entitled to one select seat in the subscribers' section, and the subscriber shall have the option of purchasing said seat for an additional period of five years at the regular admission rate. Subscriptions shall be by individuals, with the exception of recognized Athletic Organizations. The number of seats each individual may subscribe to shall not be limited, but the Stadium Executive Committee reserves the right of allocation of seats wherever blocks of more than ten seats are requested.

Students shall be invited to subscribe on the same basis as Alumni and the general public, but special consideration will be given them as follows:- any student upon payment of \$25.00 may reserve the right of a subscriber until graduation or permanent withdrawal from college. Upon completion of college he may become a regular subscriber



upon payment of the balance due on his subscription price after deducting \$5.00 per seat per year during the time intervening between the date of first payment and that on which he completes his subscription, provided, however, that this period shall not exceed five years.

(2) Organization of Campaign :- No definite date has as yet been set by the Committee for the actual financial drive, but there seems to be a general feeling that the psychological time for the drive will be during the coming football season, when the scarcity of seats is again paramount in the minds of the public.

Organization :-

1. Executive Committee of the Stadium:

The President of the University,  
The Comptroller of the University,  
The Alumni representative of the Associated Students  
Executive Committee,  
Mr. Ralph P. Merritt,  
The President of the Associated Students,  
A student representative appointed by the Executive  
Committee of the Associated Students,  
The Faculty representative of the Associated Students  
Executive Committee,  
The Graduate Manager of the Associated Students,  
And such other members as may be subsequently added by  
The Regents.

This committee is to hold regular meetings at frequent intervals and to exercise complete executive authority over the Stadium Campaign.

2. General Committee :

Composed of about 25 members, selected from prominent Alumni and friends of the University whose names will add prestige to the campaign. ( see the stadium number of The California Alumni Monthly, October, 1921, page 318 for names of Stadium Executive Committee and local Chairmen).



3. Student Committee :

Selected by the President of the Associated Students to conduct student campaign and cooperate in general campaign.

4. Local Committees :-

a. Alumni of Berkeley, Oakland and San Francisco.

b. Commercial Organizations : Committees of business organizations in Bay Region, working through Chambers of Commerce, Rotary Clubs, Athletic Clubs, Advertising Clubs, etc.

5. Sectional Committee :-

Division of the State into districts, with district of city chairman, and active committees of alumni to assist chairman.

Publicity :- The committees favors the release of publicity on the general plan, financial scheme, and setting of date for active campaign in the near future in order to establish our project in the eyes of the public before the Stanford Campaign has exhausted the field.

To be Incorporated in the Publicity Campaign :-

State appropriations are insufficient to meet the needs of our growing institution regarding such quasi-academic buildings as a gymnasium, museum, dormitories for men and women, and moreover, as it is questionable whether these buildings should be financed by the enforced contributions of taxpayers, the Stadium Committee plans and promises in so far as it is able to do so, to divert from the net proceeds of intercollegiate contests, a generous contribution toward a University Fund to insure the early addition of such units to the Campus. The above recommendations of the Finance Committee were approved by The Regents at their meeting held on April 12, 1921.

At the same Regents meeting, the President Barrows also presented the following Memorial from a Committee of the Associated Students in connection with the proposed University Stadium, stating that recommendations with reference to sections five and six of the Memorial are

1. Introduction

The purpose of this report is to provide a comprehensive overview of the current state of the industry and to identify key trends and challenges.

2. Objectives

The primary objectives of this study are to analyze market performance, assess competitive dynamics, and evaluate the impact of regulatory changes.

3. Methodology

The research methodology employed includes a combination of primary and secondary data sources, along with qualitative and quantitative analysis techniques.

4. Findings

The findings indicate a steady growth in market size over the period studied, with significant shifts in market share among key players.

5. Conclusions

In conclusion, the industry shows a positive outlook, but faces several challenges that require strategic attention and innovation.

6. Recommendations

Based on the findings, it is recommended that industry stakeholders focus on enhancing operational efficiency and investing in research and development.

7. Appendix

The appendix contains supplementary data, including detailed market segmentation analysis and a list of key industry participants.

8. Bibliography

The following sources were consulted during the course of this research to ensure the accuracy and reliability of the information presented.

9. Acknowledgments

The author wishes to express sincere appreciation to the members of the Finance Committee for their support and guidance throughout the project.

10. Contact Information

For further information or inquiries, please contact the author at the address provided below.

contained in the report of the Finance Committee, as follows, This report is submitted for the approval of President Barrows and the Board of Regents. Though the committee has given very careful consideration to all points contained herein, the plans are somewhat tentative, and we solicit your suggestions.

After several months of careful consideration and deliberation under the most adverse circumstances, the committee on Stadium has reached the following plan for financing, administering, and selecting type and size of structure to be built by the Associated Students and known as the University of California Stadium.

(1) Site. By action of the Regents, the California Field Site, with such additional space as may be allotted by The Regents to accommodate the size of structure finally approved, has been granted to the A.S.U.C. for the purpose of building a stadium, provided however, that in case a sufficient subscription to purchase a site adjacent to the campus is secured by the Regents, they shall reserve the privilege of assigning that site for the stadium.

(2) Size of Structure. General plan is to construct a stadium large enough to accommodate at least 60,000 persons, and preferable 75,000 persons.

(3) Type. The committee favors the oval type completely closed stadium, wholly or partially above surface, with double deck arrangement on both sides. In case seating capacity cannot be secured by double decking sides only, it may be necessary to extend the double deck around the entire bowl, although the Committee favors the first suggestion in order to reduce the height of walls on Bancroft Way and on the Faculty Glade.

(4) Administration; Due to the fact that the burden of raising the required sum of money to finance the project will undoubtedly fall upon the A.S.U.C. and its committees, the Executive Committee feels

contained in the report of the Finance Committee, as follows. This report is submitted for the approval of President Barrows and the Board of Regents. Though the committee has given very careful consideration to all points contained herein, the plans are somewhat tentative, and we solicit your suggestions.

After several months of careful consideration and deliberation under the most adverse circumstances, the committee on stadium has reached the following plan for financing, administration, and operation of the stadium. The size of the stadium to be built by the Associated Students of the University of California is as follows:

(1) Site. The location of the stadium, the site, and the size of the stadium to be built by the Associated Students of the University of California is as follows: (a) The site of the stadium shall be located on the campus of the University of California, Berkeley, California, and shall be of sufficient size to accommodate the stadium and the necessary parking facilities. (b) The site of the stadium shall be of sufficient size to accommodate the stadium and the necessary parking facilities. (c) The site of the stadium shall be of sufficient size to accommodate the stadium and the necessary parking facilities.

(2) Size of stadium. The general plan is to construct a stadium of sufficient size to accommodate the stadium and the necessary parking facilities. The estimated cost of the stadium is \$1,000,000, and the estimated cost of the parking facilities is \$500,000.

(3) Type. The committee favors the oval type construction for the stadium, which is partially or wholly above ground. In some cases, the stadium may be partially or wholly below ground. In some cases, the stadium may be partially or wholly above ground. In some cases, the stadium may be partially or wholly below ground. In some cases, the stadium may be partially or wholly above ground. In some cases, the stadium may be partially or wholly below ground.

(4) Administration: Due to the fact that the burden of raising the required sum of money to finance the project will undoubtedly fall upon the Associated Students of the University of California, the committee feels that the stadium should be administered by the Associated Students of the University of California.



that the administration of the Stadium should be vested in the Associated Students, subject only to the approval and wishes of the President of the University and the Board of Regents. It is also understood that the Associated Students will cooperate with the University authorities in every way possible, so that the Stadium shall be a credit to all California.

(5) Financial ; (Same as given in the Finance Minutes of April 12, 1921, with the following additional paragraph).

Any individual who subscribes an amount in excess of \$1,000. shall be known as a founder, and shall be entitled to have his or her name engraved on the Founder's plaque.

(6) Organization of Campaign : ( This is the same as given in the Finance Minutes of April 12, 1921 ).

Organization :

1. Executive Committee of the Stadium.

President of the University of California,

Ralph P. Merritt,

Robert G. Sproul,

Chaffee E. Hall,

President of the Associated Students of U.C.,

Student representative appointed by Executive Committee of the A.S.U.C.,

Dean Frank H. Probert, Chairman,

Luther A. Nichols, Executive Officer,

This Committee is to hold regular meetings at frequent intervals, and to exercise complete executive authority over the Stadium campaign.

2. General Committee; ( Same as Finance Minutes of April 12, 1921

3/ Student Committee; ( " " " " " " " "

4. Local Committees; ( " " " " " " " "

5. Sectional Committees; " " " " " " " "



Publicity; ( Same as Finance Minutes of April 12, 1921 ).

The President moved that sections two (2), three (3), and four (4) be referred to the appropriate Committees of the Regents. The motion was seconded and it was voted unanimously to make such a reference.

At the joint meeting of the Finance Committee and the Grounds and Buildings Committee on April 28, 1921, the meeting was opened with a general discussion as to the location of the proposed structure of the University Stadium and it was the unanimous sense of the Regents that California Field should not be selected as a site for the Coliseum or Bowl, which ever may be later decided upon as the proper structure. Regents Moffitt, Britton and Bowls<sup>e</sup> each expressed a decided opposition to using the suggested site on account of probable future needs for University expansion. Various sites were discussed and while no definite recommendation was made, the conclusion was reached that a site should be chosen as near to the University as possible.

Professor Probert and Mr. Howard presented figures giving approximate estimates on the cost of constructing a Stadium on a site similar to California Field, and it was brought out that the cost would be from \$12 to \$15 per seat, using the coliseum type of structure. It was estimated that approximately \$800,000. would be the cost of such a Stadium, exclusive of the necessary ground site to erect it on.

Regent<sup>y</sup> Britton made the suggestion that the Regents acquire an acceptable site which could be deeded to the students, and the general ideas of raising the necessary money by subscription and a bond issue be formulated into a satisfactory plan, the property to be deeded back again by the Associated Students to the Regents after the necessary financial arrangements were completed. On motion, duly made and seconded, it was voted that a definite plan, based on this general outline, be formulated by the Attorney, in consultation with Regents Earl and Britton, and Dean Probert, Chairman of the Stadium Committee, and to

1. The purpose of this document is to provide information regarding the...

2. The information contained herein is classified as CONFIDENTIAL and is intended for the use of authorized personnel only. It is not to be distributed outside the organization without the express written consent of the appropriate authority.

3. This document contains information that is essential to the operations of the organization and its ability to maintain its competitive advantage. It is the property of the organization and is not to be disclosed to the public or to any other organization without the express written consent of the appropriate authority.

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recommend to the Regents that this plan be adopted.

So at the meeting of the Regents on April 28, 1921 California Field was deemed unavailable for the stadium and instructed a plan for the acquirement of an extra campus site.

At the Grounds and Buildings Committee on May 19, 1921, the secretary reported that the meeting had been called at the request of the President for discussion with reference to the proposed stadium.

The President then asked the Committee for a final decision as to the site of the structure so that the Committee in charge of the campaign might proceed with its preparations. After considerable discussion and the presentation of sketches by John Galen Howard, the Committee voted to recommend that the property lying between Allston Way, Bancroft Way, Chapel Street, and a continuation of the western boundary of the University grounds through the block between Fulton and Atherton Streets, be secured by the Regents through condemnation proceedings to be instituted by the Attorney at the earliest possible date. After this land has been secured the general plan is to deed it to the Associated Students, who can thereby raise money on a mortgage and eventually redeed it to the Regents. The Finance Committee concurred in this recommendation.

At the Finance Committee meeting on May 31, 1921, the Attorney presented a letter to the Committee with reference to securing land for the proposed Stadium, in which he asked :-

- (1) if he was authorized to incur the necessary expense of securing information concerning land titles;
- (2) if condemnation suits were to be filed immediately after the next Regents' meeting;
- (3) that he be authorized to prepare a resolution providing for the location of the Stadium.

It was the sense of the Committee that there was no necessity at

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the present time to secure detailed information concerning land titles but that suit might be instituted under a blanket arrangement, containing such information as could be readily secured. The Committee voted to authorize the Attorney to prepare the necessary resolutions for filing suit in this manner immediately, and instructed the Secretary, as soon as the resolutions are ready, to arrange for a special meeting of the Board.

At the meeting of the Grounds and Buildings Committee on May 26, 1921, Regent Bowles raised a question as to the attitude of the Regents toward the administration of the property to be required for the proposed stadium. It was the sense of the Committee that the Regents must control the administration of the property and that the Attorney, in consultation with the Chairman, should prepare a statement for the approval of the Committee as to the exact limitations of such control.

It was voted that all plans for approval be first submitted to the Committee on Grounds and Buildings, to be later discussed between the Committee and the Student Stadium Committee rather than having such plans submitted to the Student Stadium Committee by the Architect.

At the meeting of the Grounds and Buildings Committee on May 26, 1921, it was voted to recommend to the Regents that the site recommended on May 19, 1921, be limited in area to the section embraced between the east line of Fulton Street and the west line of Chapel Street, the south line of Allston Way and the north line of Bancroft Way.

At the Regents meeting on June 14, 1921, President Barrows reported that the Graduate Manager, Luther A. Nichols, has returned from a visit to the Ohio State University, University of Illinois, Purdue University and University of Kansas, where stadium projects have either been successfully realized, as at Ohio, or are under way. Mr. Nichols brings back an enlarged conception of what can be achieved through the organization of the alumni behind a great memorial project. The Univ-





iversity of Illinois has increased its effort from a million and a half to \$2,500,000. which they expect to realize. Ohio reports that they by no means exhausted the amount of contributions at \$1,250,000. In other words, by combining the number of projects having to do with the development of the western end of the campus, and each capable of making an appeal, it is believed that much more can be realized at Berkeley than was at first proposed. These projects include the realization of the Hearst Architectural Plans for the development of the western end of the Cowell Gymnasium, the building of the Stadium, or coliseum, with the acquisition of the necessary addition to the campus, the improvement of Oxford Street and through activity of Berkeley town and its citizens, the widening of Addison Street into a city park or prado affording a fine approach to the university grounds from Shattuck Avenue. The sums necessary to realize this entire project may be estimated as follows:

For the stadium \$1,000,000; new land for the stadium, \$350,000; memorial gate \$300,000; completion of Cowell Gymnasium for which the Cowell bequest affords \$250,000; ~~\$250,000~~ for expenses of financing this campaign \$100,000; total \$2,000,000.

I further express the view that the stadium committee should be reorganized and considerably reduced. Effective stadium committees in the east have consisted of from 5 to 7 members, meeting daily throughout the period of the campaign. I recommend the following changes :- The elimination of the President, who is sufficiently represented by a faculty member; of the professor of physical education, who is going on leave, as soon as he departs. That the student representation be reduced to one, either the President of the Associated Students or a representative appointed by him. This will leave those members who it is believed will be in a position to meet with the greatest frequency.

I recommend that these matters be referred to the Buildings and



Grounds Committee and the Finance Committee, and that an early opportunity be afforded to Mr. Nichols to report what he has learned on his eastern tour, and to hear other members of the stadium committee upon the plans they have in view.

In regard to the Stadium site, the Grounds and Building Committee moved the adoption of the following resolution, with the understanding that action by the Attorney thereunder shall be deferred until after a joint meeting of the Stadium Committee, the Grounds and Buildings Committee, and the Finance Committee for the maturing of Stadium plans;

WHEREAS, the grounds of the University of California at Berkeley have become, and now are, inadequate for its requirements;

NOW, THEREFORE, BE IT RESOLVED by The Regents of the University of California that public interest and necessity require that all that real property situate between the west line of Chapel Street and the east line of Fulton Street, and between the north line of Bancroft Way and the north line of Allston Way, in the City of Berkeley, County of Alameda, State of California, and every interest therein, be acquired for the use of said the University of California as part of the grounds thereof; and

BE IT FURTHER RESOLVED, that The Regents of the University of California acquire said real property and every interest therein for the use of said The University of California as a part of the grounds thereof, by proceedings in eminent domain, in accordance with the provisions of Title VII, Part ~~III~~ III of the Code of Civil Procedure of the State of California;

On motion, the Regents approved the report of the Grounds and Buildings and adopted as the action of the Board all the recommendations contained in the report as to action taken by the Board, President Barrows, Regents Bowles, Gregory, Earl, Fleishhacker, Foster, McEnerney,

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Mills, Jastro, and Wheeler, (10) voting aye, voting no, none; Regents Britton and Mauzy having left.

The Secretary presented a letter from the Mayor of Berkeley, suggesting the possibility of cooperation between the Regents and the City for the establishment of a municipal automobile camping ground in connection with the Stadium. The Secretary was instructed to refer this to the Committee on Grounds and Buildings.

At the Grounds and Buildings Committee meeting held on June 29, 1921, the members of the Stadium Committee were called in and asked by the Chairman to report on progress. Professor Probert, Chairman of the Stadium Committee briefly outlined the activities of the Committee to date, particularly the trip of Messrs. Cline and Davies throughout the State for the purpose of organizing alumni for the campaign. Mr. Nichols reported on a trip which he made recently to the middle west for the purpose of studying the campaign plans of the University of Illinois and the Ohio State College, both of which have been very successful in similar projects to the one which the University of California is about to undertake. Mr. Nichols submitted a report on the organization, plans, and development of the Ohio Stadium Committee, discussed the situation, expressing confidence that the money necessary for the construction of the Stadium can be raised, but emphasizing the necessity of prompt submission of a clear and definite statement by the Stadium Committee to the Grounds and Buildings Committee setting forth the plan of organization, the type of structure, the plan of financing, and the proposed method of administration and control. The Stadium Committee expressed its willingness and ability to submit such a statement at an early date, and on motion of Regent Fleishhacker, seconded by Regent Wheeler, it was voted that the Chairman of the Committee on Grounds and Buildings be authorized to cooperate with the Chairman of the Stadium Committee in formulating the plan referred to

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for consideration by the Committee at an early date, and that the Stadium Committee be asked to grant to the Chairman thereof full authority to act in its behalf in this connection. The Supervising Architect presented to members of the Committee his preliminary studies of the Stadium.

At the meeting of the Committee on Grounds and Buildings held on July 8, 1921, the Chairman reported on a conference which he had held with Dean Probert, Chairman of the Stadium Committee, and Mr. L. A. Nichols, Graduate Manager and Executive Secretary of the Stadium Committee, presenting for the information of the Committee the following letter which had been given him by Dean Probert:

Committee of the Regents, University of California,  
on Grounds and Buildings;

Gentlemen:

The Executive Committee on Stadium respectfully presents for your consideration the following progress report. The whole project is still in the formative stage and we earnestly seek your counsel and criticism.

#### Conception of Project.

Inability to provide tickets for about fifty percent of the applicants at the last "big game" and the over-increasing interest manifested by the people of the State in intercollegiate athletic contests, has shown the inadequacy of present facilities of California Field. In October, 1920, the Executive Committee A.S.U.C. voted to investigate the possibilities of building a stadium and appointed a committee for the purpose. On the recommendation of President Barrows, an executive committee on stadium has recently been approved and appointed by the Board of Regents of the University.

#### Control of Stadium.

The proposed stadium shall be considered as an integral part of the University of California, and on its completion to the Regents of





the University, as trustees of the State Institution, and subject ~~to~~ at all times to their direction and control. The use and the administration of the stadium however will be given to the Associated Students of the University of California, as long as the rights and privileges are not abused, and the revenue derived from athletic contests or other student activities shall be credited to the A.S.U.C.

The students of the University, while fully realizing that the ultimate responsibility to the State and the public rests with the Board of Regents, are nevertheless desirous of sponsoring the campaign and carrying it through to a successful completion. It is their earnest desire that from the surplus profits, a certain percentage shall be regularly set aside each year and donated to the University for the improvement of the campus and additions of buildings which shall be of general benefit to university life, such as a gymnasium, recreation grounds, museum and dormitories.

Name

The name of the structure shall be the California Memorial Stadium, in order to perpetuate the memory of the 2400 alumni and students of the University and the countless others of the State who responded to the call during the crisis of the world war.

Utility.

The stadium will primarily be used for intercollegiate athletic contests in football and baseball, these being winter and spring term sports, respectively. It would not be possible to have both track and baseball in the same arena at the same time, hence the idea of including a track has been abandoned. The stadium will also serve for other university, municipal or state functions as occasion demands; such as student rallies, pageants, and maybe dramatics. Cognizance of these possibilities will be taken into consideration of design and type.



Contract with Stanford University.

Realizing that the business success of the enterprise is conditioned largely by the continuance of athletic relations between California and Stanford, an agreement has been made and entered into between the Board of Athletic Control of the Leland Stanford, Jr. University and the A.S.U.C. <sup>calling</sup> for the building of a stadium of seating capacity 60,000 by each University, and assuring an annual intercollegiate football game for a period of ten years, alternating each year at Palo Alto and Berkeley. The net proceeds from the sale of 60,000 tickets shall be divided equally between the two bodies, but when the game is played at Berkeley the revenue from seats in excess of 60,000 shall be given to the A.S.U.C. until such time as the land on which the stadium is built shall have been paid for, together with the cost of construction of such additional seats.

Site.

The Executive Committee, together with Dean Derleth of the College of Civil Engineering, and Mr. John Galen Howard, the University architect have investigated several possible sites on or near the campus, being guided in their search by the determining factors of adequate space, transportation facilities, ability to handle crowds, engineering features, cost, and respect to the imperative need of additional educational buildings incident to the rapid growth of the University.

The committee is deeply appreciative of the desire of the Regents or other agency to provide a suitable site adjacent or in close proximity to the campus as will satisfy all of the essential features. It is hoped that an announcement of the selection of a site will be made in the near future.

Type of Structure.

Site and type are intimately related, but assuming a site will be available similar to California Field, we are of the opinion that

• Financial Statement Analysis

At the end of the period, the company's financial statements are prepared. These statements provide a summary of the company's financial performance and position. The main financial statements are the Balance Sheet, the Income Statement, and the Cash Flow Statement. The Balance Sheet shows the company's assets, liabilities, and equity at a specific point in time. The Income Statement shows the company's revenues, expenses, and net income over a period. The Cash Flow Statement shows the company's cash inflows and outflows over a period. These statements are used by investors, creditors, and other stakeholders to evaluate the company's financial health and performance.

The financial statements are prepared according to the accounting principles and standards. The accounting principles are the rules and guidelines that govern the recording and reporting of financial transactions. The accounting standards are the specific rules and guidelines that govern the measurement and presentation of financial information. The financial statements are prepared in accordance with the accounting principles and standards, and they provide a reliable and accurate picture of the company's financial performance and position.

The financial statements are also used to assess the company's risk. Risk is the possibility of loss or damage to the company's assets or liabilities. The financial statements provide information about the company's assets, liabilities, and equity, which can be used to assess the company's risk. For example, a company with a high level of debt is more likely to be at risk of default than a company with a low level of debt. The financial statements also provide information about the company's cash flow, which can be used to assess the company's ability to meet its financial obligations.

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The financial statements are also used to assess the company's profitability. Profitability is the ability of a company to generate profit. The financial statements provide information about the company's revenues, expenses, and net income, which can be used to assess the company's profitability. For example, a company with a high level of net income is more likely to be profitable than a company with a low level of net income. The financial statements also provide information about the company's cash flow, which can be used to assess the company's ability to generate cash.

The financial statements are also used to assess the company's liquidity. Liquidity is the ability of a company to meet its short-term financial obligations. The financial statements provide information about the company's assets, liabilities, and equity, which can be used to assess the company's liquidity. For example, a company with a high level of current assets is more likely to be liquid than a company with a low level of current assets. The financial statements also provide information about the company's cash flow, which can be used to assess the company's ability to generate cash.

The financial statements are also used to assess the company's solvency. Solvency is the ability of a company to meet its long-term financial obligations. The financial statements provide information about the company's assets, liabilities, and equity, which can be used to assess the company's solvency. For example, a company with a high level of net worth is more likely to be solvent than a company with a low level of net worth. The financial statements also provide information about the company's cash flow, which can be used to assess the company's ability to generate cash.

The financial statements are also used to assess the company's creditworthiness. Creditworthiness is the ability of a company to obtain credit. The financial statements provide information about the company's assets, liabilities, and equity, which can be used to assess the company's creditworthiness. For example, a company with a high level of net worth is more likely to be creditworthy than a company with a low level of net worth. The financial statements also provide information about the company's cash flow, which can be used to assess the company's ability to generate cash.

Statement of Cash Flows

The Statement of Cash Flows shows the company's cash inflows and outflows over a period. It is divided into three categories: operating activities, investing activities, and financing activities. Operating activities are the day-to-day activities of the company, such as selling goods and services. Investing activities are the activities that involve the purchase and sale of long-term assets, such as property, plant, and equipment. Financing activities are the activities that involve the raising and repaying of capital, such as issuing and repurchasing stock and borrowing and repaying debt.

the stadium should be in the form of a closed ellipse, of the coliseum type, double decked. The overall dimensions would approximate 700 by 560 feet, bounded by retaining walls rather than by sloping embankments. The main axis must run north and south. As tentatively planned the structure is to be of steel and concrete. The height of walls depends largely on the possibilities of excavating below the surface while not interfering with natural drainage.

Under the lower deck, at opposite sides of the short axis of the oval, the training quarters, dressing rooms, offices and emergency rooms would be built for contesting teams. Adequate provision must be made for entrance and exit of large crowds, with dispatch. The Executive Committee desires the fullest utilization of the space below the lower tier of seats consistent with low cost and safety of the structure.

The success of the financial campaign will determine how far the plans can be carried toward completion, but herein the elasticity of the proposed design should be pointed out. The foundations can be laid so that they will carry both upper and lower tiers of seats. The lower deck may be finished as a first unit and used, then as subscriptions or revenue permit, segments of the second tier can be built, first along one or both sides of the major axis, and added to until the balcony is completed. Engineering and ventilation difficulties will be minimized by the type of building, and following closely the general principles of design of modern theatres, but spectators will be in close range of the playing field. The upper section will be carried on hollow arches, which will add largely to the architectural beauty of the stadium.

The adaptability of the scheme to available funds is a particularly commendable feature.

On the basis of five square feet to the person the proposed

The stadium should be in the form of a closed elliptical stadium with a length of 100 feet and a width of 60 feet. The overall dimensions would approximate 100 by 60 feet. The stadium would be situated on a plot of land measuring 100 feet by 60 feet. The stadium would be situated on a plot of land measuring 100 feet by 60 feet. The stadium would be situated on a plot of land measuring 100 feet by 60 feet.

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plans would give a seating capacity of 70,000, 45,000 on the lower deck. It is possible without serious inconvenience or undue crowding 90,000 people could be comfortably cared for. Every seat holder would have an unobstructed view of the playing field although, of course, some seats would be preferable to others.

#### Cost.

As a rough estimate of cost, if the lower deck is first<sup>ly</sup> built, contemplating the later erection of the upper segments, \$15.00 a seat is a safe figure, while \$12.00 per seat may cover the cost if the plans are carried to completion without interruption. Approximately \$1,000,000 will be needed. This does not include the cost of land.

#### Plans for Financing.

The Executive Committee feels that probably 70 percent of the money will have to be raised by public subscription. We do not anticipate contributions from State or University Funds, nor can we look with assurance on large individual gifts. The appeal of a memorial stadium may be far reaching. The enthusiasm of the student body will be altogether disproportionate to their monetary contributions, and it is feared that on account of the imperfections of the Alumni Association, it will be impossible to secure sums commensurate with the number of past students. The general public must build the stadium, and to insure success, something tangible must be offered to subscribers.

For \$100 a subscriber will be entitled to two reserved seats in the stadium at the "big game" for five years, at either Palo Alto or Berkeley, and for the succeeding five years will have first privilege of purchasing seats at current prices.

Special inducements are to be offered students.

Ex-state subscribers will not be restricted to the five year period, but will be permitted to occupy the seats on five occasions.

All money received shall be deposited by the Comptroller of





the University with the Board of Regents.

Organization.

The Regents have approved the appointment of a permanent executive committee of seven members, which committee has elected the following officers :-

Frank H. Probert, Chairman,

L. A. Nichols, Executive Secretary,

R. G. Sproul, Treasurer.

The Executive Committee will, in cooperation with the Regents of the University organize, plan, and direct, and be responsible for, the campaign for the building of the California Memorial Stadium.

The General Committee, 35 to 50 in number, of representative citizens of California, including the Governor of the State, the Regents of the University, and such other whose name will add dignity and force to the enterprise.

The Campaign Committee, a sub-committee of the executive committee, appointed with power to direct the campaign in the absence of the larger body :-

Frank H. Probert, Chairman,

L. A. Nichols, Executive Secretary,

R. G. Sproul,

C. H. Raymond, Publicity Manager.

Publicity. Mr. C. H. Raymond has been asked to take charge of all publicity subject to the approval of the Executive Committee, in connection with the stadium project. He was publicity manager of the Amendment 12 campaign.

Alumni Committee.

The alumni body is probably the weakest link in the organization. The Executive Committee feels that every effort should be made to reorganize the Alumni Association and to make of it through capable

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Conclusion

It is clear from the above that the...

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management, the influential, potent force it should be in all matters pertaining to University and State welfare. Ways and means readily suggest themselves to accomplish this end.

From the A.S.U.C. funds, temporarily loaned to the stadium \$2,000. has been set aside in order to complete a canvass of alumni and ex-students of California, to revive their interest in a loyalty to the University, and to make themselves an up-to-date directory for use in the campaign.

#### Student Committees.

Men and women students to be separately organized. Sub-committees to be appointed by their executive heads to canvass the State by districts or counties and to care for the proper advertising.

#### State or National Committees.

Plans have not yet been perfected for the organization of alumni outside of California, but a generous contribution is anticipated for this source.

#### Central Committees.

Each geographical unit or large community in the State will be separately organized and an executive committee appointed to direct the work in that particular section. Prominent alumni, city officials, friends of the University will be drafted into service. At all times these central committees will be in intimate touch with the Executive Committee. They will tie in with Chambers of Commerce, Rotary and Kiwanis Clubs, Ad Clubs, Booster campaigns and the like. The utmost care will be exercised in the selection of these important committees as on them rests the burden of securing the greater part of the needed money.

#### Field Emissaries.

The Executive Committee has sent Mr. J. W. Cline, Jr and Mr. Paul Davies into the field to test the pulse of the people of the

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State. They have already visited Sacramento, Stockton, Stanislaus County, Merced County, Madera County, Fresno, Kings County, Tulare County, Kern County, Los Angeles County, Riverside County, San Bernardino County, Imperial County and San Diego County, have interviewed the substantial men of the communities, solicited the interest of the leading newspapers, gathered the alumni together and organized central committees. According to report the project has been wholeheartedly received enthusiastically endorsed.

### The Drive.

On the completion of the organization a drive for subscriptions will be made throughout the State. With interest aroused in our football team and the college term well under way, it is thought that September 15th will be the psychological time to strike. The drive will be of short duration, probably closing September 30th.

A synopsis of the work and plans of the Executive Committee would not be complete without reference to the recent trip of Mr. L. A. Nichols to the eastern states in the interest of the stadium. He visited Columbus, Ohio; Chicago and Champaign, Illinois; Lafayette, Indiana; Lawrence, Kansas, gathering invaluable data on the stadium campaigns of other universities. We feel that the ~~latter~~ information thus made available will materially assist us in planning the details of organization and an effective drive.

In conclusion the Executive Committee wishes to express its appreciation of the interest shown by the Regents of the University in the project, and solicits the continuance of helpful suggestion.

Respectfully submitted,

(Signed) Frank H. Probert

for the Executive Committee on Stadium.

The Committee expressed its approval of the report and proceeded to a discussion of methods of financing the condemnation of the



Stadium site. The Chairman suggested that a number of banks in the bay region might advance the money necessary on the basis of the contract between Stanford and California, and an agreement by the Associated Students to set aside from their net earnings each year a certain amount for the amortization of the debt. Numerous difficulties in the way of such an agreement were advanced and the Chairman finally appointed Regents Fleishhacker and Howles to make an investigation. He also requested the Attorney to advise the Committee if the Searles or any other endowment fund can be used by the Regents for such a purpose.

The Committee discussed also the size of the Stadium, expressing the opinion that it should be built for a maximum seating capacity of 60,000.

The above report was approved by the Regents at their meeting held on August 9, 1921.

A letter was also presented this Committee on Grounds and Buildings on July 8, 1921, from Mayor Louis Bartlett of the City of Berkeley, ~~on July 8, 1921~~ suggesting cooperation between the City and the Regents by the location of the Stadium near the Municipal Automobile Camping Ground, which the City is establishing in West Berkeley. Such a location would take care of the problem of automobile parking at the time of the California- Stanford game. The Committee took the suggestion under consideration.

At the meeting of the Grounds and Buildings Committee on July 25, 1921, the Secretary presented on behalf of the Attorney the following letter with reference to the use of endowment funds for the purchase of a Stadium site.

July 21, 1921.

Mr. R. G. Sproul,  
Comptroller, University of California,  
Berkeley, California.

Use of Endowment Funds for Purchase of Stadium Site,

The Chairman suggested that a number of items in the  
 any region might advance the money necessary on the basis of the  
 trust between California and California, and an agreement by the  
 of students to not ride from their own earnings and year a certain  
 amount for the operation of the light. Numerous difficulties in the  
 way of such an agreement were advanced and the Chairman finally  
 of account the Chairman and Bowler to make an investigation. It also  
 required the attorney to find the location of the leased or  
 other agreement funds and be used for the parents for such a purpose.  
 The Committee discussed also the size of the stadium, even as  
 for the opinion that it should be built for a maximum seating capacity  
 of 20,000.

The above report was approved by the parents at their meeting  
 held on August 2, 1931.  
 A letter was also presented this afternoon on grounds and  
 facilities on July 2, 1931. From Mayor Louis B. Platt of the City of  
 Berkeley, California, in relation to the location of the stadium  
 the location by the location of the stadium near the first and  
 the stadium ground, which the City is establishing in West  
 such a location would take care of the problem of automobile parking at  
 the time of the California-London game. The Committee took the  
 location under consideration.

At the meeting of the Grounds and Buildings Committee on July  
 27, 1931, the secretary presented on behalf of the Attorney the follow-  
 ing letter with reference to the use of eminent domain for the purchase  
 of a stadium site.

July 21, 1931.

Mr. H. G. Brown,  
 Controller, University of California,  
 Berkeley, California.

Dear Mr. Brown: Reference is made to the purchase of stadium site.



Dear Sir;

Your letter of the 14th instant makes inquiry as to whether the Searles Fund, or any other endowment funds, may be used by the Regents as an advance to cover the cost of the proposed stadium site.

In the letter in which Mr. Searles tendered his gift to the University, he wrote :

" It is my desire that such gift shall be applied, in such manner as The Regents of the University shall deem proper, to the uses of such University, and I attach no condition to such gift, except that it shall be so applied."

The fund may, accordingly, be used for any use of the University that the Regents may deem proper, including, of course, the purchase of additional property for the campus.

You will appreciate that it is not practicable to determine generally concerning possible uses of other endowment funds. So far as I am advised, the Regents have no fund sufficient for the purchase of the stadium property, or for its construction, which would be available.

It is of course possible that the Searles Fund, or a large amount thereof, might be invested in the stadium property or in its construction, and then that the campaign for funds might fall far short of an amount to reimburse the fund. If this exigency should occur, the Regents would find themselves in the position of having the fund entirely consumed without possibility of replacement. I would suggest that this matter be placed before the Finance Committee in connection with their consideration of this possible use of the Searles Fund.

Very truly yours,

(signed) J. M. Mannon, Jr.

STADIUM SITE.

The Committee discussed at length the site of the Stadium, the Chairman and Regent Bowles advancing the opinion that further study

Dear Sir:

Our letter of the 14th instant is herewith being forwarded to you for your information, and any other endorsement which may be desired by the Institute.

The Institute has no objection to your covering the cost of the proposed stationing.

In the letter in which Mr. ... advised me that it was to be

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Very truly yours,

Wm. ...

The Committee has been instructed to report on the matter and to advise the Institute of the results of its study.

should be given the relative ~~the~~ desirability of locations on and off the campus, the campaign meanwhile proceeding with only a general reference to the site to be obtained. Mr. Nichols and President Barrows spoke in favor of the site under consideration, but both stated no objection to a further review of the problem. On motion duly made and seconded, it was voted that the Chairman be authorized to select an Advisory Committee outside of the Grounds and Buildings Committee and the Stadium Committee to study the whole problem of the Stadium and report to the Grounds and Buildings Committee at an early date.

STADIUM.

At the committee meeting of the Grounds and Buildings Committee on August 10, 1921, the chairman opened the meeting by stating that he has appointed a Special Committee on Stadium in accordance with instructions at the last meeting, consisting of President David R. Barrows, Chairman, Benjamin Ide Wheeler, Wigginton E. Creed, Chaffee E. Hall, and Duncan McDuffie, and had asked that this Committee hold a preliminary meeting with the Grounds and Buildings Committee. He then outlined to the Special Committee the purpose for which it had been constituted, namely, the further consideration of the site and construction of the University Stadium concerning which there has been considerable doubt in the minds of the members of the Grounds and Buildings Committee and other Regents. At the request of the Chairman, Dean Probert placed before the Special Committee the view point of the Stadium Executive Committee, stating that this Committee had given full consideration to a great number of sites both on and off the campus and had finally come to the conclusion that the property between Fulton and Chapel Streets, Allston Way and Bancroft Way would be the most desirable site from every point of view. He strongly urged that the Regents reaffirm their action approving the selection of this site. After the statement, the Special Committee voted to adjourn to meet on Saturday, August 13, 1921 at 8 A.M. in the office of the President Barrows



at Berkeley.

At the Grounds and Buildings Committee meeting on September 7, 1921, President Barrows presented on behalf of the Special Committee on Stadium site, the following report:

To the Grounds and Buildings Committee of the Board of Regents.

Gentlemen :

Your advisory committee upon the location of the stadium has had six meetings following the conference with the Grounds and Buildings Committee on August the sixteenth, has investigated every proposed site in Berkeley, and carefully considered the problems involved. The sites considered have been :

(a) Those on the Berkeley campus - the dairy ranch, strawberry canyon, the nursery grounds at the mouth of Strawberry canyon, California Field, the northwest corner of the campus, the northeast corner of the campus, including four city blocks, immediately north of Founders' Rock, and the site at the southwest corner of the campus between Allston Way and Bancroft Way.

(b) Off the campus. - The George Schmidt Tract on Sacramento Street, a mile and a half from the University, where the city is acquiring an automobile park, which site was recommended to our attention by the Mayor of Berkeley; and the Havens Tract, about three-quarters of a mile southwest of the campus and west of Shattuck Avenue.

Considering these extra-campus sites first, your committee is of the opinion that that owned by George Schmidt has the advantage of economy of purchase, practicability from a construction standpoint, and adequate size without closing streets, and accessibility to lines of communications.. Your committee, however, is prepared to recommend against a site at a distance from the campus on the following grounds; such a site would be limited in use to the one or few compet-

at least

the grounds and buildings owned by the... President Barrow presented on behalf of the Special Committee

on October 15, the following report:  
The grounds and buildings Committee of the Board of Directors.

Your advisory committee on the location of the stadium is a... six meetings to the Board of Directors with the grounds and buildings Committee on October 15, 1961. Attached to the report are the grounds and buildings Committee's recommendations and a map of the stadium site.

and several other... (a) The Board of Directors has approved the... the grounds and buildings Committee's recommendations and a map of the stadium site.

(b) The Board of Directors has approved the... the grounds and buildings Committee's recommendations and a map of the stadium site.

Considering these recommendations and the... the Board of Directors has approved the... the grounds and buildings Committee's recommendations and a map of the stadium site.

itive games of the year where a ~~great~~ great crowd seeks admission. It would serve no other university purpose, either as a training field, a rally field, or for pageants, exhibitions, and other large gatherings of our academic community and friends. To us a proper structure for these great gatherings seems desirable. The student body now fully fills the Greek Theatre. At the main rallies of the year the families and friends of the students cannot be admitted. We believe it desirable that they should be.

If the stadium is built either on the Schmidt Tract or the Havens Tract, it will still necessitate our providing a training field with considerable bleacher area on the present campus. Our policy is to encourage as large a number of students as possible to compete in the initial training of the season. The football squad this year numbers over 300 getting daily practice and sport on California Field. This number is gradually reduced as competitors are eliminated and the Varsity Squad approaches the end of the training and the big game. It is desirable to have a very large number of students participate in and witness the initial training of the season. This can only take place on the campus of the University. Even a small squad probably could not be carried a mile from the campus for its daily practice; and even if this were done, the student company who watch this training from the bleachers, and who find in this afternoon meeting one of the most valuable of social opportunities among themselves, would be lost.

We are also impressed with the necessity of freeing California Field for academic purpose and for buildings which will constitute future units of academic construction.

The third reason lies in the spiritual values of having the competition games on the campus. On the whole we believe that the advantages of having competitive sports campus activities rather than

It is a common mistake to think that the only way to improve the quality of education is to increase the number of teachers. In fact, the quality of education depends on many factors, including the quality of the curriculum, the quality of the teachers, and the quality of the students. The quality of the curriculum is the most important factor, and it is the responsibility of the government to ensure that the curriculum is of high quality. The quality of the teachers is also important, and it is the responsibility of the government to ensure that teachers are well-trained and well-paid. The quality of the students is also important, and it is the responsibility of the parents to ensure that their children are well-educated and well-behaved.

It is also a common mistake to think that the only way to improve the quality of education is to increase the number of schools. In fact, the quality of education depends on many factors, including the quality of the curriculum, the quality of the teachers, and the quality of the students. The quality of the curriculum is the most important factor, and it is the responsibility of the government to ensure that the curriculum is of high quality. The quality of the teachers is also important, and it is the responsibility of the government to ensure that teachers are well-trained and well-paid. The quality of the students is also important, and it is the responsibility of the parents to ensure that their children are well-educated and well-behaved.

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extra-campus activities prevail over the disadvantages. The other element is that competitive games are the occasions when the alumni come back in great numbers, and it is believed to be the interest of the University to have them see the campus and its academic development and renew their interest and allegiances in the institution at these times. The student body will suffer keen disappointment if the stadium is not adjacent to the campus, and it seems doubtful whether the project will be satisfactorily conducted with the affliction of spirit among the students which would follow another location.

So your committee, after extended deliberation upon this point, recommends in favor of a site adjacent to the campus. Of such possible sites, the upper Strawberry Canyon site (dairy farm) was rejected on the advise of Professor Derleth and Professor Probert, who together with Professor Louderback stated that the loose composition of the rock underlying this little valley and the great shifting which it has undergone make it unwise and impracticable for a great and heavy structure. Other difficulties of this site are its inaccessibility and the expense which would be involved in connecting it by railroad track with the main lines.

The nursery site at the mouth of Strawberry canyon is also impracticable because it is much too small in size, and is visible from the surrounding hills. It might further block the University development of Strawberry canyon, a direction which our buildings for student housing may take. The northwest corner of the campus, the military memorial field, was also eliminated for reasons which have led the Regents to the same decision. The site north of Founders' Rock, embracing several blocks of city property was rejected on the advise of the University Architect as involving too great an expense and injury to the Hearst plans for building development. Transportation difficulties seem great. The opinion of the architect was that it would



seriously ~~im~~pair the appearance of the architectural group. California Field is undesirable because of its inadequate size, its prejudice to the academic development of the University and its possible prejudice to the architectural scheme.

The committee therefore comes to the conclusion that if a stadium should be constructed it should be built upon the property at the southwest corner of the campus lying between Allston Way and Bancroft Way. The committee recommends that at least the three blocks between Chapel and Fulton Streets be secured in order that there may be enough space between the proposed structures and privately owned property to protect the latter against loss, and that for the same reason, the stadium be placed at least 40 feet from the north side of Bancroft Way. The committee, in fact, is of the opinion that all property from Fulton Street east to Dana Street should be acquired by the University except that part which is owned by the Young Men's Christian Association. This recommendation is made not only because of the serviceability of this property to the University, but because of the possible affects of the Stadium upon the values of surrounding property. On this point Mr. McDuffie was the only member of the committee who was qualified to judge. He expressed the view that property between Fulton Street and Shattuck Avenue would not be injured in value by the building of the Stadium, but would eventually have its value enhanced due to the fact that the placing of the stadium here would immediately determine the limits of the business area to the east of Shattuck Avenue at this point, and the business property here situated would receive a rise in valuation. Mr. McDuffie's feeling also was that property here on the south side of Bancroft Way would, if it suffered at all, suffer only temporarily, and that its final value would be enhanced owing to the extension of the southern boundary of the campus to Bancroft Way. The property on Chapel Street and Dana Street, would, in Mr. McDuffie's opinion, be seriously injured as resi-



dential property by the building of the stadium and he felt that the University should acquire it along with property to the west. This property, it may be stated might prove very serviceable to the University for the construction of Men's dormitories. The stadium could probably be so located that a line of men's dormitories could be built on both sides of Chapel Street as well as on the west side of Dana Street, south of Stiles Hall. The committee is of the opinion that estimates for the acquisition of this block of property, even that much of it which requisite for the building of the stadium are too low, and that it might cost as much as a half million dollars to acquire the property that is essential. The Committee does not understand that it was invited to express opinion or share responsibility for the financial aspects of this enterprise. Consultations with the architect in the course of the meetings of the committee have developed the fact that the size of the stadium can be somewhat reduced. The present figures give it a length of 728 feet and a width of 530 feet; a height on the east side of 66 feet, and on the west side of 91 feet.

Respectfully submitted,

The Committee on Grounds and Buildings voted to accept the report and to recommend that the two blocks between the east line of Atherton Street and the west line of Chapel Street, the south line of Allston Way and the ~~west~~ north ~~west~~ line of ~~Chapel Street~~ Bancroft Way, be secured by the Regents for the erection of a stadium provided the streets within this area can be closed and all other rights secured which are necessary to make the site available.

The above report and recommendations were approved by the Board of Regents at their meeting on September 13, 1921.

At the Finance Committee meeting of September 13, 1921, Regent Britton, on behalf of the Grounds and Buildings Committee, stated that a site for the Stadium between Chapel and Atherton Streets, Bancroft



and Allston Ways, in the City of Berkeley, had been agreed upon and that some method must be adopted for financing the cost of the land, which will be approximately \$350,000. After considerable discussion, it was voted that the Chairman of the Board should request a group of bankers to attend the next meeting, with a view to developing a method of underwriting this amount of money.

Following the Grounds and Buildings Committee recommendation the adoption of the following resolution with reference to the acquisition of property for the use as a site for the Memorial Stadium was made and passed.

WHEREAS, the grounds of the University of California have become, and now are, inadequate for the proper requirements of the said University;

NOW, THEREFORE, BE IT RESOLVED, by The Regents of the University of California that public interest and necessity require that all that real property situate between the west line of Chapel Street and the east line of Atherton Street and between the north line of Bancroft Way and the south line of Allston Way in the City of Berkeley, County of Alameda, State of California, and the fee simple thereof, be acquired for the use of said The University of California as a part of the public grounds thereof; and

BE IT FURTHER RESOLVED, that The Regents of the University of California acquire said real property and the fee simple thereof for the use of said The University of California as a part of the public grounds thereof, by proceedings in eminent domain, in accordance with the provisions of Title VII, Part ~~XXX~~ III of the Code of Civil Procedure of the State of California; and

BE IT FURTHER RESOLVED, that the attorney for said The Regents of the University of California be and he is hereby authorized, empowered and directed to institute and prosecute to completion pro-

and Union Ways, in the City of Berkeley, has been approved upon the condition that some method must be adopted for financing the cost of the same, which will be approximately \$250,000. It was voted that the Chairman of the Board should request a number of persons to attend the next meeting, with a view to developing a plan of raising this amount of money.

Following the grounds and buildings committee's recommendation the adoption of the following resolution with reference to the acquisition of property for the use as a site for the Memorial Library and Annex.

Resolved, that the Board of Regents of the University of California should request the Board of Supervisors for the County of Alameda to purchase the land

situated in the City of Berkeley, California, bounded on the north by the University of California, on the east by the University of California, on the south by the University of California, and on the west by the University of California.

That the Board of Regents of the University of California should request the Board of Supervisors for the County of Alameda to purchase the land situated between the north line of a west and east line of Alameda Street and between the north line of a west and east line of Alameda Street, in the City of Berkeley, County of Alameda, that of California, and the fee simple thereof, for the use of said the University of California as a part of the campus thereof.

BE IT FURTHER RESOLVED, that the Regents of the University of California should request the Board of Supervisors for the County of Alameda to purchase the land situated between the north line of a west and east line of Alameda Street and between the north line of a west and east line of Alameda Street, in the City of Berkeley, County of Alameda, that of California, and the fee simple thereof, for the use of said the University of California as a part of the campus thereof.

BE IT FURTHER RESOLVED, that the Board of Regents of the University of California should request the Board of Supervisors for the County of Alameda to purchase the land situated between the north line of a west and east line of Alameda Street and between the north line of a west and east line of Alameda Street, in the City of Berkeley, County of Alameda, that of California, and the fee simple thereof, for the use of said the University of California as a part of the campus thereof.

BE IT FURTHER RESOLVED, that the Board of Regents of the University of California should request the Board of Supervisors for the County of Alameda to purchase the land situated between the north line of a west and east line of Alameda Street and between the north line of a west and east line of Alameda Street, in the City of Berkeley, County of Alameda, that of California, and the fee simple thereof, for the use of said the University of California as a part of the campus thereof.

BE IT FURTHER RESOLVED, that the Board of Regents of the University of California should request the Board of Supervisors for the County of Alameda to purchase the land situated between the north line of a west and east line of Alameda Street and between the north line of a west and east line of Alameda Street, in the City of Berkeley, County of Alameda, that of California, and the fee simple thereof, for the use of said the University of California as a part of the campus thereof.



ceedings under Title VII, Part III of the Code of Civil Procedure of the State of California to condemn the said real property and every part thereof, and the fee simple thereof, for the public use hereinabove set forth.

And we further recommend that the matter of financing the above project, and the details thereof, be referred to the Grounds and Buildings Committee and the Finance Committee with power to act.

The above are the minutes of the joint meeting of the Finance Committee and the Grounds and Buildings Committee of September 20, 1921.

PLAN OF FINANCING SITE FOR STADIUM:

The Chairman stated that a number of gentlemen representing banks in San Francisco and Oakland, had been requested to attend the meeting for the purpose of considering with the Regents' Committees on Finance and Grounds and Buildings plans for financing the acquisition of land contiguous to the campus, necessary as a site for the proposed California Memorial Stadium. He informed the Committees and the bankers present that the Regents desire to have a group of banks underwrite the cost of this land, which will be approximately \$350,000 accepting as security for such underwriting subscriptions being secured on a basis of \$10.00 cash, \$10.00 per year while in the University, and the balance within two years after permanent withdrawal from the University. On the basis of this plan, the following banks, either by their representatives present or through messages, expressed a willingness to engage in the underwriting :- Crocker National Bank, Anglo & London Paris National Bank, Anglo-California Trust Company, Wells Fargo Nevada National Bank, Central Bank of Oakland, First National Bank of San Francisco, Union Trust Company of San Francisco, and the American National Bank of San Francisco.

The Chairman expressed the gratitude of the Regents for this splendid action on the part of the banking representatives and instructed



the Comptroller to have the Attorney prepare a form of underwriting and also a statement as to the power of the Regents to guarantee an obligation such as that contemplated in connection with the Stadium.

CONDEMNATION SUITS FOR STADIUM SITE.

The Comptroller informed the Committee that the Attorney had prepared to file condemnation suits for the property necessary for the Stadium site and that it would become necessary in the very near future to negotiate with a number of owners concerning purchase. He asked authority from the Committee to appoint one or more appraisers to arrive at a fair valuation for the land to be used as a basis of negotiations. The Committee voted to grant the necessary authority.

The above two reports were approved by the Regents at their meeting on October 11, 1921 and by the Finance Committee on September 29, 1921.

At the Finance Committee meeting on <sup>October 4</sup>~~September 29~~, 1921, the Comptroller presented on behalf of the Stadium Executive Committee a form of student subscription on which he stated it was desired to have the approval of the Regents. The Committee voted to refer approval of the subscription form to the Attorney with power to act.

Procurement of Stadium Site.

At the Finance Committee meeting held on October 4, 1921, the Secretary advised the Committee that he had been in conference with Mr. Charles Brock regarding the obtaining of his services as a negotiator in procuring the Stadium site property. He advised that Mr. Brock would assume these duties either upon a commission basis or upon a flat charge of \$7500. It was the sense of the Committee that Mr. Brock's services should be obtained upon the latter basis and that he should be instructed to proceed with the work immediately. The Secretary further advised the Committee that subscriptions from students were coming in very slowly and that he greatly feared a sufficient number would not be

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obtained to provide the amount of collateral agreed to be supplied the banks who are to loan the money to purchase the site. The Committee instructed him to proceed with the acquirement of the property notwithstanding this fact.

At the meeting of the Grounds and Buildings Committee on October 10, 1921, the President reported that the City of Berkeley had appointed Mr. Carol Aronovici to act as Planning Consultant with the Regents on the problems arising out of the construction of the Stadium. The Committee voted to ask Mayor Bartlett of Berkeley and Mr. Aronovici to meet with them on some date after Wednesday, October 19, preferably October 20, 1921.

At the Finance Committee meeting of October 11, 1921, the Secretary reported that some difficulty had been experienced in the sale of Stadium subscriptions; because many of the younger alumni who expressed desire to make subscriptions, are not in a financial state to permit a cash payment. It was therefore voted to recommend to the Regents that in connection with the sale of Stadium subscriptions, the Regents endorse notes given to various banks by the alumni on a partial payment plan, the Associated Students agreeing to deposit all funds received in this manner in a separate account not to be drawn upon until all the liabilities of the Regents in connection with the endorsements of the notes have been met. The above recommendation was approved by the Regents at their meeting of October 11, 1921.

At the meeting of the Regents held on October 11, 1921, President Barrows reported the receipt of the following communication :-

" Berkeley, California  
September 19, 1921.

My dear President Barrows :

As President of the University of California will you please advise the Board of Regents that at a mass meeting of the Associated Students, University of California, held on Friday, September 16, by

obtained to provide the amount of \$10,000.00 to be expended for the purchase of the property. The committee has the honor to inform you that the amount of \$10,000.00 has been allocated to the purchase of the property. It is requested that you advise the committee of the results of your efforts in this regard.

At the meeting of the Board of Trustees held on October 10, 1981, the Board of Trustees approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00.

At the meeting of the Board of Trustees held on October 11, 1981, the Board of Trustees approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00.

At the meeting of the Board of Trustees held on October 12, 1981, the Board of Trustees approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00.

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Respectfully,  
Secretary

Very truly yours,  
Secretary

At the meeting of the Board of Trustees held on October 14, 1981, the Board of Trustees approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00. The Board of Trustees also approved the purchase of the property for the sum of \$10,000.00.

unanimous vote and with unprecedented enthusiasm, the students endorsed the California Memorial Stadium project and voted to assume all obligations in ~~xxx~~ connection with the acquisition of site and the construction of the Stadium.

The liberal plan of deferred payments and full privileges, whereby students can become subscribers, was most favorably received.

On behalf of the Associated Students, University of California, I am asked to express to you and the Board of Regents grateful appreciation of your unfailing interest in all that pertains to the life and welfare of the student organization.

Sincerely yours,

(Signed) Frank H. Probert

Chairman, Executive Committee, Stadium.

President David P. Barrows,  
California Hall.

At the Finance Committee meeting on October 18, 1921, the Comptroller reported upon the progress of Mr. Charles Brock in his negotiations for the purchase of the Stadium site. He advised the Committee that Mr. Brock thought the amount necessary to purchase the property would run to approximately ~~\$\$\$~~ \$600,000 and possibly more. After extended discussion, relative to the best method of proceeding in these negotiations, the Committee ~~in~~ instructed the Comptroller to procure the services of Mr. Frank J. Woodward and Mr. Mason McDuffie and other prominent real estate men in the appraisalment of the property involved.

At the meeting of the Committee on Grounds and Buildings on October 24, 1921, the Mayor of the City of Berkeley presented plans looking toward the closing of Ellsworth Street within the Stadium site and to the diversion of Allston Way through the present campus. The plans also provide for the rounding of the corner of Bancroft Way and College Avenue so as to prevent a dangerous turn at that point. This





work involves the moving of part of one of the tennis courts and the committee expressed its approval of this part of the Mayor's plans, provided the expense of moving the tennis court does not prove to be excessive. Mr. Howard was instructed to prepare an estimate of the expense involved.

The plans also include a proposal to widen Oxford Street by thirty feet from Hearsy Avenue to Allston Way and the routing of the Oakland Traction Company cars around Fulton Street rather than on Dana and Allston Way as at present. After an extended discussion, the Committee expressed itself as sympathetic with the desire of the city to widen Oxford Street and stated to the Mayor that they would recommend to the Finance Committee that it consider the various possibilities of accomplishing this object. The Mayor advised the Committee that he and the Council were ready and willing to close Ellsworth Street and to divert Allston Way in accordance with the desires of the Regents. Mr. Howard was instructed to prepare a study of the western end of the campus with a view to estimating the effects upon the University in case a portion of the campus should be devoted to the purpose of widening Oxford Street.

At the meeting of the Finance Committee on October 25, 1921, the Comptroller read the offers of various banks respecting the interest that they would pay upon the Stadium Funds deposited with them. These offers ranged from three to four per cent. It was the sense of the Committee that the money should be distributed among the various banks in fair proportions regardless of the rate of interest offered.

At the meeting of the Finance Committee on November 1, 1921, the Comptroller reported to the Committee that he had received a protest from the Berkeley Real Estate Exchange in which objection was taken to the employment by the Regents of Mr. Charles Brock as negotiator in the acquirement of the Stadium site. It was the sense of the Committee

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that the Regents could not now withdraw from their arrangement with Mr. Brock but that the Comptroller should confer with the Real Estate Board and secure the services of their appraisal Committee as an assistance to Mr. Brock. The Comptroller was instructed to report further upon the outcome of his conference with the Board.

At the joint meeting of the Grounds and Buildings Committee and the Finance Committee held on November 8, 1921, Mayor Bartlett of Berkeley presented to the Committees the City of Berkeley's plans for widening Oxford Street and for the carrying of street car traffic from the south to the north side of the campus without transfer. He stated that it was the desire of the City to increase the width of Oxford Street to ninety feet from Hearst Avenue to Durant Avenue and requested the University to give thirty feet of its property on the east or west side of the street for this purpose. Mr. Britton stated that at a previous meeting with the Mayor, the Grounds and Buildings Committee had expressed itself as sympathetic with the City's plans but that as the property held by the University on the west side of Oxford Street was off the campus, that Committee had had no power to act. After an extended discussion and an examination of maps covering the situation, it was voted to recommend to the Regents that a revocable license be granted to the City of Berkeley for the use of twenty feet along the entire west end of the campus at Berkeley, the same to be devoted to widening of Oxford Street, subject to such conditions as the Grounds and Buildings Committee and the Finance Committee may make.

The above recommendation was approved by The Regents at their meeting of November 8, 1921.

At the same joint meeting, the Comptroller reported that he had conferred with the Berkeley Real Estate Exchange with respect to its protest against the employment of Mr. Charles Brock by the Regents as negotiator for the purchase of the Stadium site and had made an



arrangement with the Exchange whereby the protest would be withdrawn and the services of its Appraisement Committee secured without charge.

The Comptroller reported that Mr. Brock estimated that the total net cost of the land for the new Stadium would amount to about \$600,000, or \$240,000 in excess of the amount represented by the aggregate of the student subscriptions to date. He stated that the Executive Committee of the Stadium felt that it should not undertake to raise more than \$360,000 and that there was, therefore, need<sup>d</sup> to secure a plan for the financing of the additional \$200,000 to \$240,000. After an extended discussion, the Committee voted to recommend to the Regents that \$200,000, or such portion thereof as may be necessary, be devoted from the Searles Fund to the purchase of the Stadium site, the same to bear interest, and to be returned to the Regents by the Student Body as rapidly as the income from the Stadium shall permit.

The above recommendation was approved by the Regents at their meeting of November 8, 1921.

At the same meeting, after discussion by the Regents respecting the financial arrangements in connection with the erection of the Stadium, the Chairman was instructed to appoint a committee of three from the Finance Committee, including the Chairman of that Committee, to confer with a similar number from the A.S.U.C. Executive Committee with respect to the manner of handling the moneys and obligations connected with the enterprise.

At the meeting of the Grounds and Buildings Committee on December 19, 1921, Dean Probert appeared on behalf of the California Memorial Stadium Executive Committee to request that the Architect be authorized to proceed immediately with plans and specifications for a reinforced concrete stadium, capable of seating 60,000 persons, with an area of five square feet for each person, at a cost not to exceed \$900,000. The Committee voted to grant this request. This action was approved by

arrangement with the Treasury whereby the protest would be withdrawn and the services of its Architect at Committee's expense without charge. The Comptroller reported that Mr. Brock estimated that the

total net cost of the land for the new Stadium would amount to about \$500,000. or \$340,000 in excess of the amount represented by the proceeds of the student subscriptions to date. He stated that the Executive Committee of the Stadium felt that it should not undertake to raise more than \$300,000 and that there was, therefore, need to secure a plan for the financing of the additional \$100,000 to \$140,000. After an extended discussion, the Committee voted to recommend to the Board that \$300,000. or more should be raised as a new bond issue, but not from the savings fund to the purchase of the stadium site, the sum to be returned to the Treasury by the Stadium Body as soon as interest, and to be returned to the Treasury from the Stadium Body as

soon as the interest from the Stadium Bond issue is received. The above recommendation was approved by the Board at their meeting of November 8, 1931.

At the same meeting, after discussion by the Board and the Executive Committee, the Chairman was instructed to appoint a committee of three from the Finance Committee, including the Chairman of that Committee, to confer with a similar number from the A.S.U. Executive Committee with a view to the manner of handling the money on obligations connected with the enterprise.

At the meeting of the Grounds and Buildings Committee on December 13, 1931, Dean Robert appeared on behalf of the California Board of Stadium Executive Committee to request that the Architect be authorized to proceed immediately with plans and specifications for a raised concrete stadium, capable of seating 50,000 persons, with an area of five square feet for each person, at a cost not to exceed \$900,000. This request was approved by the Board.

the Regents at their meeting of January 10, 1922.

At the Regents meeting held December 13, 1921, the Secretary reported that the following resolution had been adopted by the Associated Students of the University of California at a regular meeting held at Berkeley on December 2, 1921.

"It was moved, seconded and carried that the following Resolution, read by Mr. Cortelyou, be accepted by the Associated Students of the University of California, as read.

"WHEREAS, the California Memorial Stadium Committee has received and will receive certain sums of money and certain promise to pay money, as subscriptions or contributions to the California Memorial Stadium Fund for the purchase of land and the construction of an athletic stadium thereon, and

"WHEREAS, it will be necessary that the title to said land and said Stadium be vested in the Regents of the University of California, and

"WHEREAS, the said Regents of the University of California have better facilities and organization for administering said funds and for purchasing said land and constructing said Stadium than have said California Memorial Stadium Committee or the Associated Students of the University of California, and

"WHEREAS, it will be necessary, in order to purchase said land and construct said Stadium, that certain sums of money be borrowed, certain financial obligations be incurred and certain agreements be made for and on behalf of the Associated Students of the University of California:

"NOW, THEREFORE, BE IT RESOLVED by the Associated Students of the University of California, that said California Memorial Stadium Committee be, and it hereby is, authorized, empowered and directed to pay over to said Regents of the University of California all sums of

the Regents at their meeting of January 10, 1931.

At the Regents meeting held December 13, 1931, the Secretary reported that the following resolution had been adopted by the Associated Students of the University of California at a regular meeting held December 9, 1931.

"It was moved, seconded and carried that the following Resolution, read by Mr. Connelley, be accepted by the Associated Students of the University of California, as read.

"WHEREAS, the California Memorial Stadium Committee has received and will receive certain sums of money and certain grants to pay money, as subscriptions or contributions to the California Memorial Stadium Fund for the purpose of land and the construction of an athletic stadium thereon, and

"WHEREAS, it will be necessary that the title to said land and said stadium be vested in the Regents of the University of California, and

"WHEREAS, the said Regents of the University of California have better facilities and organization for administering said funds and for purchasing said land and constructing said stadium than have said California Memorial Stadium Committee or the Associated Students of the University of California, and

"WHEREAS, it will be necessary, in order to purchase said land and construct said stadium, that certain sums of money be borrowed and certain financial obligations be incurred and certain agreements be made for and on behalf of the Associated Students of the University of California;

"NOW, THEREFORE, BE IT RESOLVED, BY THE ASSOCIATED STUDENTS of the University of California, that said California Memorial Stadium Committee be, and it hereby is, authorized, empowered and directed to pay over to said Regents of the University of California all sums of



money, and to assign and deliver to said Regents of the University of California all promises to pay money, now held or hereafter received by said California Memorial Stadium Committee as subscriptions or contributions to said California Memorial Stadium Fund, in trust for the purchase of land and the construction of an athletic stadium thereon;

"FURTHER RESOLVED, that the President and Secretary of the Associated Students of the University of California be, and they hereby are, authorized and empowered for and on behalf of the Associated Students of the University of California and in the name of said Associated Students of the University of California to borrow such sums of money and to incur such financial obligations and enter into such agreements in writing for the repayment of said sums of money and the fulfillment of said financial obligations, as may be necessary, proper or expedient for the purchase of said land and the construction of said Stadium and as may be approved by the Executive Committee of the Associated Students of the University of California;

"FURTHER RESOLVED, that the faith and credit of the Associated Students of the University of California be, and hereby is, pledged to the prompt repayment of all sums so borrowed, the due fulfillment of all financial obligations so incurred and the full performance of all agreements so made; provided only that the Associated Students of the University of California shall not be obligated for a principal sum greater than the difference between the amount of money now held in said California Memorial Stadium Fund and the sum of \$1,500,000."

Now, this is where the writer definitely comes into the picture in the problem of the California Memorial Stadium. After the Regents had decided and chosen the site for the California Memorial Stadium between Bancroft Way and Allston Way and between Chapel Street and Atherton Street in Berkeley and John Galen Howard had decided on the

to the University of California and to the Regents of the University of California to pay money, now held or hereafter received by said California Memorial Stadium Committee as subscriptions or contributions to said California Memorial Stadium Fund, in trust for the purchase of land and the construction of an athletic stadium thereon:

"FURTHER RESOLVED, that the President and Secretary of the

Board of Regents of the University of California be, and they hereby are, authorized and empowered for and on behalf of the associated students of the University of California and in the name of said Associated Students of the University of California to borrow such sum of money and to incur such financial obligations and enter into such contracts in writing for the repayment of said sum of money and the fulfillment of said financial obligations, as may be necessary, proper or expedient for the purchase of a site and the construction of said stadium and as may be approved by the Executive Committee of the Associated

Students of the University of California:

"FURTHER RESOLVED, that the faith and credit of the associated students of the University of California be, and they hereby are, pledged to the prompt repayment of all sums so borrowed, the due fulfillment of all financial obligations so incurred and the full performance of all covenants so made; provided only that the associated students of the University of California shall not be obligated for a principal sum greater than the difference between the amount of money now held in said California Memorial Stadium Fund and the sum of

"\$7,000,000."

Now, this is where the writer definitely comes into the picture in the program of the California Memorial Stadium. After the rights had been decided and chosen the site for the California Memorial Stadium between Bancroft Way and Alcatraz Way and between Chapel Street and Alcatraz Street in Berkeley and John Galen Howard had decided on the

arched coliseum type of structure with a seating capacity of 60,000, I became more vehement in my disapproval of the site than ever. I had been reprimanded on more than one occasion by Comptroller Sproul and others and told that if I did not desist in voicing my disapproval of the site that I would be removed from my position as University Engineer. My principal objections to the site was that it was taking desirable building sites for academic buildings on the campus, that the site was too small for the coliseum type of structure which needed plenty of space around the structure for circulation and to set off the structure, such as had at the Los Angeles Coliseum, and there was no available automobile parking facilities close at hand or adjacent. I remember that when the estimates of the cost of the structure were made and the financing of the project was becoming difficult, the suggestion was made that the space under the seat structure could be developed into dormitories for men and thus solve the housing problem and allow some of the cost of the structure to be charged to dormitories. To me the idea was assinine; they were gasping for a way out of their problem.

On account of lower costs for land not actually needed for academic campus building development, I strongly favored the Strawberry Creek site at the so-called "Styles Reservoir" site and then used by the University as a nursery. In 1908 I assisted, under Professor Frederick H. Tibbetts, in the making of a survey and topographic map of this area for a study of a reservoir. The land had been purchased in 1895 with this purpose in mind. This survey and others of the entire watershed of Strawberry Creek resulted in the purchase of much of this <sup>Strawberry Canyon</sup> land by The Regents in 1909. Thus I was quite familiar with the site in question and the lands of Strawberry Canyon. In my office I had the original survey notes and maps which had been made <sup>in 1909.</sup>

The real opportunity came about the first of December of 1921.

Palmer and McBride, two California graduates and contractors, were con-

arched coliseum type of structure with a seating capacity of 50,000, I

became more vehement in my disapproval of the site than ever. I had

been reminded on more than one occasion by Controller Brown

others and told that if I did not desire to voluntarily disapprove

of the site that I would be removed from my position as University

engineer. My principal objections to the site was that it was taking

desirable building sites for academic buildings on the campus, that the

site was too small for the coliseum type of structure which needed a

greatly of space around the structure for circulation and to set off the

structure, and as far as the local angles coliseum, and there was no

available automobile parking facilities close at hand or adjacent.

remember that when the estimates of the cost of the structure were made

and the financing of the project was becoming difficult, the suggestion

was made that the space under the east structure could be developed into

facilities for men and then solve the housing problem in other some

of the cost of the structure to be applied to dormitories. In my view

there was no reason, they were wanted for a way out of their problem.

an amount of lower cost for land not actually needed for

academic campus building development, I strongly favored the development

of the site at the so-called "dormitory" site and then used by a

University as a nursery. In 1933 I assisted, under Professor's request

in "Tribble" in the making of a survey and topographic map of this area

for a study of a reservoir. The land had been purchased in 1925 with

the purpose in mind, this survey and others of the entire watershed of

the reservoir, took resulted in the purchase of much of this land by the

Board in 1933. Thus I was quite familiar with the site in question

and the lands of Strawberry Canyon. In my office I had the original

survey notes and maps which had been made.

The real opportunity came about the first of December of 1937.

Shimer and McBride, two California engineers and contractors, were 607-

structing the stadium at Stanford University, an earthen type of bowl. Baker and Carpenter, former Stanford graduates, were the designing architect and engineer for the Stanford Stadium. Palmer and McBride banked at the Crocker First National Bank in San Francisco where Regent James K. Moffitt was President. At a meeting in the bank between Mr. Palmer and Mr. Moffitt, Mr. Palmer discussed the apparent problems that the Associated Students at Berkeley were having in financing their proposed stadium and suggested that the Stadium Commission and The Regents consider the earth fill type of construction for the stadium as was being used in the construction of the Stadium on the Stanford campus and as being much cheaper than the concrete coliseum type of structure. Regent Moffitt, then chairman of the Finance Committee of the Regents, reported this intelligence to the Finance Committee. After discussion of the matter, the Regents requested Palmer and McBride, as the contractors, and Baker and Carpenter, as architect and engineer, to investigate the possibility of constructing an earth fill type of structure on the Berkeley Campus, particularly as to the location in Strawberry Canyon.

A few days later, when Palmer, McBride, Baker and Carpenter came to the Comptroller's office, they were turned over to assistant comptroller Calvin J. Struble, who immediately phoned me and asked that I come to his office, I believe that Comptroller Sproul did not wish to meet with this delegation for a new site and/or type of construction as he was sold or dedicated on the Bancroft Way, Allston Way site and of the concrete coliseum type of construction. His mind had been definitely made up.

I was fully and adequately prepared for the delegation. I had a detailed contour map of the so-called Nursery site in Strawberry Canyon, with the adjoining property subdivision and their owners, which map I had made in 1908<sup>a</sup> when consideration was being given to the

constructing the stadium at Stanford University, an earlier type of bowl. Baker and Carpenter, former Stanford graduates, were the design architect and engineer for the Stanford Stadium. Palmer and Mottitt banked at the Crocker First National Bank in San Francisco where several James K. Mottitt was president. At a meeting in the bank between Mr.

Palmer and Mr. Mottitt, Mr. Palmer discussed the present problem that the associated students at Berkeley were having in financing their proposed stadium and suggested that the Stadium Commission and the Regents consider the earth fill type of construction for the stadium as was being used in the construction of the stadium on the Stanford campus and as being much cheaper than the concrete coliseum type of stadium.

Mr. Regent Mottitt, then chairman of the Finance Committee of the Regents, reported this information to the Finance Committee. After discussion of the matter, the Regents requested Palmer and Carpenter, the contractors, and Baker and Carpenter, an architect and engineer, to investigate the possibility of constructing an earth fill type of stadium on the Berkeley campus, particularly at the location in Strawberry Canyon.

A few days later, when Palmer, Mottitt, Baker and Carpenter came to the Controller's office, they were turned over to assistant controller Calvin L. Struble, who immediately referred me and called that I come to his office. I believe that Controller Struble did not wish to meet with this delegation for a new site and/or type of construction as he was sold or dedicated on the Forest View, Alhambra way site and of the concrete coliseum type of construction. His mind had been definitely made up.

I was fully and adequately prepared for the delegation. I had a detailed contour map of the so-called Quarry site in Strawberry Canyon, with the adjoining property subdivision and their owners, which map I had had in 1908 when consideration was being given to the

construction of a water supply reservoir on this site, under studies made by Professor Charles Gilman Hyde and under the direction of The Regents. The idea of a water supply reservoir on this site was not a new one, the property having been acquired for this purpose from Ann J. Stiles, by deed dated Dec. 6, 1895 and recorded Dec. 13, 1895 in Book 80 of Deeds, Records of Alameda County, and composed 3.34 acres of land.

The Regents also owned other adjacent lands to this site. The lands to be acquired to make this site suitable for a stadium site were not many and nominal in size, and located on the east side of Piedmont Avenue.

After a short discussion and perusal of the map in my office<sup>located</sup> in the attic of California Hall, the group went to site of the nursery. The group were immediately impressed with the possibilities of the site for an earth type structure. Upon return to California Hall the group reported to Mr. Struble and told him that they would make a study of the project and prepare an estimate of cost for consideration by The Regents and also asked for my services to assist them in their plans.

For the next several weeks I assisted the contractors and the engineers in a layout of a stadium in the Strawberry Canyon site. It was soon realized that a larger stadium than the 60,000 seating capacity which had been proposed for the Ellsworth Street site was possible, so two studies were made, one with 60,000 seating capacity and one with 70,000 capacity. Scale models of each size stadium were also prepared. I particularly remember the day when the plans, scale models and estimate of cost were presented to The Regents at one of their meetings.

The Regents were impressed immediately with the layout and particularly the lower cost than that of the concrete coliseum type of design prepared by John Galen Howard for the Ellsworth Street site.

On a Saturday morning, early in December, 1921, following the Committee meeting when the plans, models and estimates were submitted, a group of about ten Regents, mostly from the Grounds and Build-





ings and the Finance Committees, came to Berkeley to look over the site. Again, fortunately, I was the only one from the Comptroller's Office to go this tour with The Regents. None of the members of the Stadium Committee were present. I conducted the Regents from California Hall south to Bancroft Way, thence east along Bancroft Way to Piedmont Avenue and then up and easterly across the so-called "Horace Davis" lot, which has a frontage of 150 feet on Piedmont Avenue and an average depth of about 400 feet to a ridge and the westerly edge of the so-called reservoir site. The Horace Davis lot had been acquired by purchase by The Regents by deed dated May 16, 1888, and recorded Jan. 10, 1889 in Book 360 of Deeds at page 460, Records of Alameda County. Other lands along the strawberry canyon were also acquired in this purchase. The total acreage was 20.08 acres. For several years past the reservoir site had been used as a nursery for plant propagation for the campus, having been moved from the so-called Botanical gardens along the axis of the campus.

This December morning was clear and cold and a most unusual morning for Berkeley for it had snowed during the night and the Berkeley hills were covered with snow. To the west the view of Berkeley, of San Francisco Bay and of San Francisco and of the Golden Gate were particularly clear.

I outlined to The Regents the proposed stadium plan, its extent, the access roads and the lands to be acquired. I was so enthusiastic about this site that I must have waxed poetic this marvelous morning as I told The Regents " what finer site could be found, nestled on our own campus in these beautiful Berkeley hills, the heritage of all who lived in the East Bay and looking out to the west on San Francisco and the San Francisco Bay and through the Golden Gate, the gateway from California to the big Pacific, and what finer memorial could be given and erected on this site to all those loyal sons of California

ings and the various committees, some to Berkeley to look at the  
light, fortunately, was the only one from the committee to  
go this tour with The Regents. None of the members of the other com-

mittee were present. I conducted the lecture from California  
to Berkeley Bay, there was a small group of people who  
and that we were visiting the so-called "Lower Bay" site.

It was a distance of 150 feet on a diagonal and an area of  
of about 400 feet to a ridge and the western side of the so-called  
reservoir site. The former Davis lot had been equipped for

the site by the Regents by the 1933, and recorded in 1933, 1934  
in 1933 of use of the site of the site. Other  
lands from the site was also tried in this manner.

The total storage was 0.33 acre. For several years the site  
site had been used as a reservoir for the site. The site  
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The site was covered with a clear and not a road ground  
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for hills were covered with grass. For the site of the site  
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of the site about this site that I had a few more bottles  
of the site "the site" that "the site" could be found, the  
of our site in these beautiful Berkeley hills, the site of the site

of the site in the site looking out to the west on the site  
of the site Bay and through the other part, the site of the site  
of the site to the site, and what the site could be  
given and treated on this site to all those jobs of the site

who had given their all for the love of their country." When I had finished, the Regents applauded me and as we walked down the slope into the nursery gardens, Regent Father Charles Ramm, put his arm about me, walked along with me and congratulated me on the sentiments I had expressed and said that I had only to bide my time for favorable consideration. Other Regents shook my hand and congratulated me for my sincerity and many asked further questions of the proposed project as we walked along. We finally climbed the north bank of Strawberry Creek to the old Dairy Barn Road, and then back through the campus to California Hall. This morning made me very happy.

In the original plans and the scale models of the stadium for the Strawberry Creek site there was severe criticism of the lack of access to and from the proposed stadium. We believed there was adequate access along Piedmont Avenue, and from Prospect Street and the road along the east side now known as Rimway Road which now extends down the hill to Gayley Road and to South Drive on the campus. Another road was shown on the original plans which extended from the top of the Rimway Road northerly back of Bowles Hall (not then constructed) and easterly of the Greek Theatre across the relatively flat area to Hearst Avenue just east of La Loma Avenue. It was considered that this access road would be most vital and convenient for automobile traffic with a possible parking area or field east of the Greek Theatre. On account of the cost at the time of the Stadium construction, this access road was not constructed. Over the years since I have advocated the construction of this road but did not get any favorable reaction from the University authorities.

Several years ago when it was decided to remove the University Shops from the area east of the Rimway Road, I strongly advocated that the shops be located in the area between the Greek Theatre and Bowles Hall and the Base of Charter Hill. The area could have been graded for a nominal cost, the shops could still be on the campus

who had given their all for the love of their country." When I had finished, the Regent applauded me and as we walked down the stairs into the nursery gardens, Regent Father Charles James, but also about me, walked along with me and congratulated me on the retirement. I had expressed my opinion that I had only to bid my time for favorable consideration. Other Regents shook my hand and congratulated me for my opinion. They very rarely asked further questions of the proposed project as we walked along. We finally climbed the north bank of the nursery creek to the old Latin Hill road, and then back through the woods to the original Hill. This morning was very heavy.

In the original plan, the whole model of the station for the highway, which at the time was a severe criticism of the look of the road to and from the proposed station. It believed there was a question of access from the road, and from a road at least, and the road along the east side of the main road, which no extent to the Hill to the west side of the station. Another road was shown on the original plan which extended from the top of the Hill to the east side of the station (not then constructed) in a straight line to the Greek Theatre across the relatively flat area to the east of the station. It was considered that this road as a road could be built and convenient for automobile traffic. It is possible that the existing area on the east of the Greek Theatre, in a part of the road at the time of the station construction, this access road was not constructed. Over the years since I have advocated the construction of this road but did not get any favorable reaction.

Several years ago when it was decided to remove the driveway from the area east of the highway road, I strongly advised that the slope be located in the area between the Greek Theatre and the Hill and the base of the Hill. The area could have been graded for a nominal cost, the slope could still be on the same

and not in conflict with any of the academic buildings, instead of locating them <sup>shops</sup> a couple of miles from the campus on expensive city of Berkeley property. I still wonder why the campus powers let this moving of the shops be tolerated. I am still peeved that my comments were not even considered.

Such a road between Rimway Road to Hearst Avenue would <sup>still</sup> be a decided advantage in that it would provide a second cross campus road, which would be most desirable at times when the present Gayley Road must be closed for functions in the Greek Theatre, such as Charter Day exercises, plays, pageants, etc.

Before proceeding with my connections with the Stadium design and construction, I will relate the record of the various committees and Regents meetings.

~~At the meeting of the Grounds and Buildings Committee on December 19, 1921, Dean Probert appeared on behalf of the California Stadium Executive Committee to request that the Architect be authorized to proceed immediately with plans and specifications for a reinforced concrete stadium, capable of seating 60,000 persons, with an area of five square feet for each person, at a cost not to exceed \$900,000. The Committee voted to grant this request. This action was approved by the Regents at their meeting of January 10, 1922.~~

~~At the Regents meeting held December 13, 1921, the Secretary reported that the following resolution had been adopted by the ~~the~~ Associated Students of the University of California at a regular meeting held at Berkeley on December 2, 1921.~~

~~"It was moved, seconded and carried that the following Resolution, read by Mr. Cortelyou, be accepted by the Associated Students of the University of California, as read.~~

~~"WHEREAS, The California Memorial Stadium Committee has received and will receive certain sums of money and certain promise to pay~~

and not in conflict with any of the provisions of the California Building Code. I still wonder why the various powers let this law be enacted. I am still convinced that my committee was not even considered.

It is a fact that I was not even invited to attend the meeting of the California Building Code Commission. I was not even invited to attend the meeting of the California Building Code Commission. I was not even invited to attend the meeting of the California Building Code Commission. I was not even invited to attend the meeting of the California Building Code Commission.

At the meeting of the California Building Code Commission on July 1, 1961, I was not even invited to attend the meeting of the California Building Code Commission. I was not even invited to attend the meeting of the California Building Code Commission. I was not even invited to attend the meeting of the California Building Code Commission.

The agenda meeting held December 18, 1961, the secretary reported that the following resolution had been adopted by the Association of the University of California at a regular meeting held at Berkeley on December 9, 1961. "It was moved, seconded and carried that the following Resolution be accepted by the Associated Students of the University of California, as read. "RESOLVED, The California Building Code Commission has received and will receive certain sums of money and certain promise to pay

money, as subscriptions or contributions to the California Memorial Stadium Fund for the purchase of land and the construction of an athletic stadium thereon, and

"WHEREAS, it will be necessary that the title to said land and said Stadium be vested in the Regents of the University of California, and

"WHEREAS, the said Regents of the University of California have better facilities and organization for administering said funds and for purchasing said land and constructing said Stadium than have said California Memorial Stadium Committee or the Associated Students of the University of California, and

"WHEREAS, it will be necessary, in order to purchase said land and construct said Stadium, that certain sums of money be borrowed, certain financial obligations be incurred and certain agreements be made for and on behalf of the Associated Students of the University of California;

"NOW, THEREFORE, BE IT RESOLVED by the Associated Students of the University of California, that said California Memorial Stadium Committee be, and is hereby is, authorized, empowered and directed to pay over to said Regents of the University of California all sums of money, and to assign and deliver to said Regents of the University of California all promises to pay money, now held or hereafter received by said California Memorial Stadium Committee as subscriptions or contributions to said California Memorial Stadium Fund, in trust for the purchase of land and the construction of an athletic stadium thereon;

"FURTHER RESOLVED, that the President and Secretary of the Associated Students of the University of California be, and they hereby are, authorized and empowered for and on behalf of the Associated Students of the University of California and in the name of said Associated Students of the University of California to borrow such sums of money

money, as subscriptions or contributions to the California Memorial Stadium fund for the purchase of land and the construction of an athletic stadium thereon.

and

and it will be necessary that the title to said land and said stadium be vested in the Regents of the University of California

and

the said Regents, the said Regents of the University of California have the facilities and organization for maintaining said fund and for receiving said contributions and for distributing the same to the California Memorial Stadium fund and the Regents of the University of California, who are

and

it will be necessary that the title to said land

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and to incur such financial obligations and enter into such agreements in writing for the repayment of said sums of money and the fulfillment of said financial obligations, as may be necessary, proper or expedient for the purchase of said land and the construction of said Stadium and as may be approved by the Executive Committee of the Associated Students of the University of California;

"FURTHER RESOLVED, that the faith and credit of the Associated Students of the University of California be, and hereby is, pledged to the prompt repayment of all sums so borrowed, and due fulfillment of all financial obligations so incurred and the full performance of all agreements so made; provided only that the Associated Students of the University of California shall not be obligated for a principal sum greater than the difference between the amount of money now held in said California Memorial Stadium Fund and the sum of \$1, 500,000."

At the joint meeting of the Grounds and Buildings and the Finance Committees on January 10, 1922, the Comptroller advised the Committee that pursuant to the suggestion of Regent Moffitt, Messrs. Palmer and McBride, the contracting firm who constructed the Stanford Stadium, had presented to him a plan for the construction of a Stadium upon the present Nursery site in Strawberry Canyon. Mr. E. E. Carpenter, one of the members of the firm of engineers of the Stanford Stadium, then described to the Committees the details of a proposed Stadium, upon this site. He stated that an earthen structure, seating at least 75,000. together with proper approaches, could be built for a sum of approximately \$710,000. After extended discussion of the project, the Committee instructed the Comptroller to procure an accurate topographical survey of the proposed site in Strawberry Canyon, and appropriated a sum of not to exceed \$1500. therefor. The Comptroller was also instructed to advise the architect to desist, for the time, from the preparation of plans for a concrete structure located on the southwest

and to incur such financial obligations and enter into such agreements in writing for the payment of said sum of money and the fulfillment of said financial obligations, as may be necessary, proper or expedient for the purchase of said land and the construction of said building and any be approved by the Executive Committee of the Association, the date of the University of California;

"WHEREAS, it is the policy of the Board of Regents of the University of California, and hereby intended, to the prompt payment of all sums so borrowed, and the fulfillment of all financial obligations incurred in the full performance of all agreements so made; provided only that the associated students of the University of California shall not be obligated for a maximum amount greater than the difference between the amount of money received in California General Obligation Bonds and the sum of \$1,000,000.00 at the joint meeting of the Board and the Regents and the

Finance Committee on January 10, 1959, the Comptroller advised the Committee that pursuant to the suggestion of Messrs. J. H. Brown, J. H. Brown and J. H. Brown, the contracting firm the contractor the student stadium, had requested to him a plan for the construction of a building upon the present survey it is hereby approved. The Comptroller, one of the members of the firm of engineers of the student stadium, then described to the Committee the details of a proposed building.

From this site, he stated that an additional structure, addition of about 25,000.00, together with proper approach, could be built for a sum of approximately \$710,000.00. After extended discussion of the project, the Committee instructed the Comptroller to procure an estimate for the survey of the proposed site in University Avenue, and appropriate sum of not to exceed \$1200.00, therefore, the Comptroller was also instructed to advise the architect to assist, for the time, from the present location of plans for a separate structure located on the southwest

corner of the campus. The Committee also voted to authorize the Comptroller to investigate the possibility of obtaining options upon such private property as may be necessary for the proposed Stadium with power to act thereon.

At the joint meeting of the Grounds and Buildings and the Finance Committees on January 24, 1922, Regent Britton, Chairman of the Grounds and Buildings Committee, stated that in accordance with instructions from the Committee two weeks ago, an accurate survey had been made of the "Nursery Site" in Strawberry Canyon, ( surveyed and mapped by Herbert B. Foster and his staff), and that in this connection Messrs. Palmer and McBride, contractors, had submitted a definite offer for the construction of a Stadium ( I held this offer in my files for many years). He asked the Secretary to outline the plan to the Committees. The Secretary stated that Messrs. Palmer and McBride offered to build an earthen stadium of the bowl type, similar to that constructed by them at Stanford, but to hold not less than 70,000 and to be ready for this years Big Game. <sup>(November 1922)</sup> He stated that they offered to do the work under any one of the three propositions, viz;

(a) At cost plus 15 per cent,

(b) For the lump sum of \$785,000,

(c) At cost, plus 15 per cent, with a guaranteed cost limit of \$835,000 the understanding being that in case the cost, including the 15 per cent, should be \$785,000 or less, the Regents and the Contractors to share equally in such saving, but that in case the cost, including 15 per cent should exceed \$785,000, and should be less than the guaranteed cost of \$835,000, the Regents and the Contractors to share equally in such excess cost, the Contractors agreeing that in any event, the total outside cost to the University to be not over \$810,000.

At the request of the Chairman, the Graduate ~~Student~~ ~~Organization~~

former of the campus. The Committee also voted to authorize the Controller to investigate the possibility of obtaining a lease upon which private property as may be necessary for the proposed stadium with power to act thereon.

At the joint session of the Senate and Buildings and Finance Committee on January 24, 1934, the Buildings and Finance Committee reported that in accordance with instructions from the Buildings Committee, a survey had been made of the "University City" in Berkeley, California, (attached as Appendix A to the report of the Buildings Committee), and that in this connection Messrs. [Name] and [Name], architects, had submitted a preliminary plan for the construction of a stadium. It is noted that the plan to the committee. The committee stated that Messrs. [Name] and [Name] advised that an earlier stadium of the bowl type, similar to that constructed by the University of California, Berkeley, had cost \$2,000,000 and to be built for the same purpose. It is stated that they offered to do the work for

one of the three propositions, viz:

- (a) At a cost of \$2,000,000,
- (b) For the sum of \$2,500,000,
- (c) At a cost of \$2,000,000, with a guaranteed cost limit of

\$2,500,000 the maximum being that in each case the cost, including the 15 per cent, should not exceed \$2,500,000 or less, the Board and the Contractors to share equally in such event, but that in each case the cost, including 15 per cent should not exceed \$2,500,000, and should be less than the guaranteed cost of \$2,500,000, the Board and the Contractors to share equally in such event, the Contractors agreeing that in any event, the total outside cost to the University to be not over \$2,500,000. At the request of the Board, the proposed

Manager reported upon the finances of the A.S.U.C. and upon the capacity of the students in respect to the amount of debt for a stadium they might satisfactorily carry. From this report, it appeared that the students cannot safely assume a debt requiring an annual payment greater than \$33,000.

On January 25, 1922, the Committees on Grounds and Buildings and on Finance met and went at once to the proposed site for the stadium in Strawberry Canyon and thoroughly examined the same, and then adjourned to meet on Friday, January 27, 1922 at 3:30 P.M.

The writer again had his opportunity to go with the Regents on this inspection trip and pointed out the salient facts of the project.

At the joint meeting of the Committees on Grounds and Buildings and on Finance held on January 27, 1922, the committees discussed the matter of the location of the new Stadium. The President stated that the Supervising Architect (John Galen Howard) had prepared plans for a Stadium to be sunk in the earth at the northwest corner of the present campus, to hold at least 70,000 people, and has secured a bid from Messrs. Bates and Borland for the sum of \$495,000. After discussing this and other possible sites, the Committees voted to recommend to the Regents that the site located between Atherton and Chapel Streets and Allston Way and Bancroft Way be abandoned, and the Attorney be instructed to dismiss the condemnation suits heretofore filed on the properties located in that vicinity.

At the same meetings of the committees, the matter of the location of the proposed Stadium was discussed at considerable length.

It appeared that the cost of securing the land at the southwest corner of the campus would amount to between \$600,000 and \$800,000, and that the cost of the proposed coliseum type of structure would be about \$1,000,000. In consideration of these facts, the Committees voted to adopt the following resolution and recommend its passage to the Board

Manager reported upon the finances of the A.S.U. and upon the capacity of the students in respect to the amount of debt for a stadium they might satisfactorily carry. From this report, it appeared that the students cannot safely assume a debt requiring an annual payment greater than \$35,000.

On January 25, 1928, the Committee on Grounds and Buildings and on Finance met and went at once to the proposed site for the stadium in Strawberry Canyon and thoroughly examined the same, and then adjourned to meet on Friday, January 27, 1928 at 3:30 P.M.

The writer again had the opportunity to go with the members on this inspection trip and related out the salient facts of the project at the joint meeting of the Committee on Grounds and Buildings and on Finance held on January 27, 1928, the committee discussed the matter of the location of the new stadium. The chairman stated that the Supervising Architect (John Allen Howard) had prepared plans for a Stadium to be sunk in the earth at the northwest corner of the present campus, to hold at least 70,000 people, and has secured a bid from Messrs. Bates and Borsland for the sum of \$1,000,000. After discussing this and other possible sites, the Committee voted to recommend to the Regents that the site located between Alvarado and Grand streets and Alvarado Way and Bancroft Way be abandoned, and the attorney be instructed to dismiss the condemnation suits heretofore filed on the properties located in that vicinity.

At the same meeting of the committee, the matter of the location of the proposed stadium was discussed at considerable length. It appeared that the cost of securing the land at the southwest corner of the campus would amount to between \$400,000 and \$500,000, and that the cost of the proposed coliseum type of structure would be about \$1,000,000. In consideration of these facts, the Committee voted to adopt the following resolution and recommend its passage to the Board.

Resolved, That the site located between Alvarado and Grand streets and Alvarado Way and Bancroft Way be abandoned, and the attorney be instructed to dismiss the condemnation suits heretofore filed on the properties located in that vicinity.

At the same meeting of the committee, the matter of the location of the proposed stadium was discussed at considerable length. It appeared that the cost of securing the land at the southwest corner of the campus would amount to between \$400,000 and \$500,000, and that the cost of the proposed coliseum type of structure would be about \$1,000,000. In consideration of these facts, the Committee voted to adopt the following resolution and recommend its passage to the Board.

of Regents:

"RESOLVED, that the Stadium be not located upon any part of the campus west of the Greek Theatre."

The Committee also discussed the possibility of locating the Stadium upon a site south of University Avenue and west of Grove Street. It was the sense of the Committees that the site chosen should be either in this vicinity or in Strawberry Canyon. On motion duly made and seconded, it was voted that in view of the opinion of the Committees that one of these two locations should be chosen, they should adjourn until 10:00 a.m. Tuesday, February 7, the Comptroller being instructed in the meanwhile to secure figures as to the area obtainable, price, etc., on the site in West Berkeley, and to ascertain the opinion of the students as to the two sites under consideration.

The above resolutions were approved by the Regents at their meeting of January 31, 1922.

At the joint meeting of the Grounds and Buildings and the Finance Committees on February 7, 1922, the matter of the location of the new Stadium was discussed with reference to the possibilities of securing a suitable site west of Shattuck Avenue. The Comptroller reported that he and the Supervising Architect had together selected a site at University Avenue, between Sacramento and California Streets, <sup>see map p. 15e.</sup> and that Mr. Charles Brock had reported that the probable cost of acquiring the real estate comprising this site would be \$240,000. The Supervising Architect presented a sketch showing an aeroplane view of a Stadium located upon this property, and stated that such a structure would cost approximately \$527,000. The Secretary read the following resolution passed by the Executive Committee of the Associated Students:

"Resolved, That the Executive Committee of the Associated Students shall be placed on record as opposed to any site for the Stadium in West Berkeley and wish to declare themselves in favor of the

of the

"Seven", that the station is not located upon the west of the

center west of the creek channel.

The Committee also considered the possibility of locating the

station from a site south of University Avenue and east of Grove Street.

It was the opinion of the Committee that the site chosen should be located

in this vicinity or in other nearby location. An action being taken to

effect, it was noted that in view of the location of the station at

one of the sites for the station should be chosen, it was thought that

10:00 a.m. January 7, 1932, the Committee held a meeting in the

building to secure figures as to the cost of the station at the

site at the University Avenue and Grove Street, and to ascertain the

cost of the station at the University Avenue and Grove Street.

The above resolutions were approved by the Association at its

meeting of January 11, 1932.

The Joint Meeting of the Board of Directors and the

Executive Committee on February 7, 1932, the matter of the location of the

station was discussed with reference to the possibilities of

the site west of University Avenue. The Committee decided

that the site at the University Avenue and Grove Street should be

University Avenue, between Grove Street and California Street, and that

Mr. Charles Cook had reported that the probable cost of locating the

real estate comprising this site would be \$10,000. The Committee

therefore presented a sketch showing an aerial view of a station

located upon this property, and stated that such a structure would cost

approximately \$20,000. The Secretary read the following resolution

passed by the Executive Committee of the Associated Students:

"Resolved, That the Executive Committee of the Associated

Students shall be placed on record as having agreed to any site for the

station in West Berkeley and that to believe themselves in favor of the



nursery site."

The following resolution of the Stadium Committee was also read:

"Resolved, That the Executive Committee of the Stadium be placed on record as opposed to any site for the Stadium in West Berkeley and in favor of the Nursery Site, and that the Chairman be authorized to prepare a statement setting forth the reasons which lead the Committee to this ~~adverse~~ decision,"

A communication from Dean Frank H. Probert, Chairman of the Stadium Executive Committee was also placed before the Committees in which Dean Probert set forth the advantages of the Canyon Site. After extended discussion, Regent McEnerney moved that the following recommendation be made to the Regents:

"To the Regents of the University of California:

Your Committees on Grounds and Buildings and Finance, meeting in joint session, have the honor to recommend the location of the California Memorial Stadium on the site at the mouth of Strawberry canyon, known as the nursery site. This recommendation does not carry with it any obligation on the part of the Regents to pay the sum of which certain contractors have agreed to construct a bowl on this site, although your Committees are prepared to pay that price if necessary."

Regent Fleishhacker seconded the motion. The motion was carried, Regents Earl, Foster, McEnerney, Fleishhacker, and Bowles ~~bowles~~ voting aye; Regent Moffitt and President Barrows voting no.

The above recommendation was approved by the Regents at their meeting of February 7, 1922.

At the Finance Committee meeting on February 23, 1922, the Comptroller informed the Regents that the lot owned by the Methodist Episcopal Church at Allston Way and Ellsworth Street, for which that organization was asking \$57,500 at the time the location of the Stadium in that area was considered, had now offered to him for the sum of

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\$40,000 and that he was of the opinion that it might be secured for less. It was the sense of the Committee that it would be desirable for the Regents to acquire this property if a bargain price could be secured, as the beginning of a policy of acquisition of the area between Allston Way and Bancroft Way for campus expansion. The Comptroller was instructed to negotiate further and report back to the Committee. (This property was finally acquired ~~by~~ from the Trinity Methodist Episcopal Church by deed dated June 18, 1926 and recorded August 6, 1926 in Book 1320 at page 447 of Official Records of Alameda County), at a price of \$ , of which 42 per cent came from University General Funds and 58 per cent from Associated Students of ~~California~~ University of California).

At the Grounds and Buildings Committee meeting held on March 1, 1922, on motion duly made and seconded, it was voted that the representatives of the Campus Protective Association should be heard in executive session and any other persons desirous of making statements with reference to the location of the Stadium should be admitted later.

At the request of the Chairman, Dr. Wilbur opened the discussion. He called attention to the fact that there was no personal interest on the part of most of the protestants and that they were approaching the matter in a spirit entirely friendly to the University. The objections which he raised were that the proposed location of the Stadium would inevitably result in defacement of the canyon; that it would provide no room for athletic expansion; that it would be harmful to the Greek Theatre; that it would be inconvenient from a transportation point of view; and that it would be contrary to the major interests of the University. He cited the fact that eastern Stadia are usually not on or adjacent to the campus, and advocated the selection of a site somewhere in West Berkeley.

Mr. W. T. Steilberg, an architect, followed with a state-



ment that the present plan is certain to be a failure because it fails to recognize the architectural element. He informed the Regents that the bowl is too large for the site; that their axial location is wrong and that no amount of architectural skill could make it a satisfactory structure. He also stressed the destruction of the beauty of the canyon and the lack of facilities for athletic expansion.

Dr. Everman argued that the canyon is in constant use by classes in biology, botany, and similar subjects, thus constituting one of the most valuable laboratories on the campus, and a laboratory, moreover, which is irreplaceable. He also reminded the Regents that they had at one time set aside this area for a botanical garden. The question was raised as to whether the eight miles of canyon back of the proposed site would not be equally satisfactory for the purpose suggested by Dr. Everman.

This concluded the hearing of the Campus Protective Committee and the other persons interested were admitted to the Committee room.

Mr. J. S. Cooper, representing the Cooper Ornithological Club, informed the Regents that his organization had filed a protest which they would like to have considered.

Miss Bertha Rickoff stated that she was a large property owner in the neighborhood and that she heartily approved of the selection which the Regents had made. She expressed the opinion that the Stadium would be a distinct improvement to the vicinity and would result in increased property values. ( Miss Rickoff owned a lot with a frontage of 50 feet on the north side of Bancroft Way, a depth of about 150 feet, located between Piedmont Avenue and Prospect Street, which lot was acquired in 1927 for the site of the International House, donated by J. D. Rockefeller, Jr.)

Mr. Wilkinson stated that he did not live near Strawberry Canyon but that as a citizen of Berkeley, he felt the location was a



mistake. He stressed the inadequacy of the transportation facilities.

The Chairman closed the meeting by stating that the Regents had reached their decision to locate the Stadium in Strawberry Canyon only after months of careful study and a personal examination of the site by a majority of the Board. He informed those present that the same deliberation would characterize the future actions of the Regents; that a careful design would be made by competent architectural and engineering authorities, and that the plans, when completed, would be made public for the advise of those interested. He thanked the persons who had appeared for their suggestions and criticisms, many of which he stated would undoubtedly be considered in the design of the finished structure.

At the Finance Committee meeting on March 7, 1922, the Assistant Comptroller ( Calvin J. Struble ) advised the Committee that the Trinity Methodist Episcopal Church in Berkeley had offered to sell their church property upon the southwest corner of Allston Way and Ellsworth Street to the ~~King~~ Regents three years hence for the sum of \$25,000, less the organ and movable furniture therein. He also stated that this offer was conditioned upon the Regents loaning the church \$47,000. secured by a first mortgage upon the property on the westerly side of Dana Street, extending the entire distance between Bancroft Way and Durant Avenue, ~~said~~ said loan to bear interest at the rate of 6% per annum, to be payable both as to principal and interest, in a lump sum three years from date. The offer was further conditioned upon the Regents agreeing to purchase from the church a first mortgage secured by a lot on the southerly side of Allston Way near the corner of Oxford Street, and upon a lot on the easterly side of Fulton Street, also near the corner of Oxford Street, for the face value thereof amounting to about \$7,000. The loan secured by this mortgage bears interest at the rate of 7% per annum and is payable in monthly installments of \$75.00, which payment in-





cludes the interest. The Committee voted to recommend to the Regents that they accept the offer of the church and to make the loan and purchase the mortgage as proposed; and that the President or Chairman and Secretary or Assistant Secretary be authorized to execute all the necessary documents in connection therewith.

It was voted to make the following recommendations to the Regents.

That the Regents accept the offer of the Trinity Methodist Episcopal Church to sell their property, (less the organ and movable furniture therein) located at the southwest corner of Allston Way and Ellsworth Street in the City of Berkeley, three years from date, for the sum of \$25,000; that the Regents loan the church the sum of \$47,000 to be secured by a first mortgage upon the property on the westerly side of Dana Street, extending the entire distance between Bancroft Way and Durant Avenue, said loan to bear interest at the rate of 6% per annum and be payable both as to principal and interest in a lump sum three years from date; that the Regents purchase from the church a first mortgage, secured by a lot on the southerly side of Allston Way near the corner of Oxford Street, and upon a lot on the southerly side of Allston Way near the corner of Oxford Street, and upon a lot on the easterly side of Fulton Street, also near the corner of Oxford Street, for the face value thereof, amounting to about \$7,000 which loan bears interest at the rate of 7% per annum and is payable in monthly installments of \$75.00 including the interest; and that the President or Chairman and Secretary or Assistant Secretary be authorized to execute all the necessary documents in connection therewith.

The above recommendation was approved by the Regents at their meeting on March 14, 1922.

At the joint meeting of the Grounds and Buildings and the Finance Committees on March 8, 1922, the Assistant Comptroller advised the Committees that Mr. John Galen Howard had requested an opportunity to



be allowed to prepare plans for a Stadium to be located in Strawberry Canyon. The Committees discussed at length the advisability of adopting the plans devised by Messrs. Baker and Carpenter. Regent Foster urged that an expert engineer of the University's own staff should check whatever plans may be adopted. It was the sense of the Committees that Messrs. Baker and Carpenter, whose efforts were instrumental in causing the change in the site formerly selected for the Stadium, had some equitable charge against the Regents. After an extended discussion, Mr. Howard was asked if he felt he could design a Stadium to be placed upon the Nursery site with the same spirit as if he were designing a building on the campus. He stated to the Committee that he was sure he could prepare a design for a bowl upon this site in the same spirit, which would be far superior to that prepared by Messrs. Baker and Carpenter at a considerably lower cost. Mr. Foster was compelled to retire from the meeting before its close. The Grounds and Buildings Committee voted to recommend to the Finance Committee that Mr. John Galen Howard be authorized to proceed with the preparation of preliminary plans for an earthen bowl to be located upon the so-called "Nursery" site at the mouth of Strawberry Canyon, it being understood that the fee for such preliminary plans is to be \$10,000, which sum shall also fully cover all fees and charges due the said Howard by reason of any and all other work performed by him in connection with the Stadium up to the 14th of March, 1922; and it being further understood that in the event Mr. Howard is retained as Architect upon the Stadium that the said sum of \$10,000 is to apply upon account of his fee. It was also voted to recommend to the Finance Committee that if the plans of Mr. Howard are adopted, the sum of \$5,000 be paid to Messrs. Baker and Carpenter as compensation for plans for a Stadium submitted by them.

At the joint meeting of the Grounds and Buildings and the Finance Committees on March 14, 1922, Regent Earl advised the Committees



that at a recent meeting of the Grounds and Buildings Committee, the following recommendation had been made to the Finance Committee:

"That Mr. John Galen Howard be authorized to proceed with the preparation of preliminary plans for an earthen bowl to be located upon the so-called "Nursery" site at the mouth of Strawberry Canyon, it being understood that the fee for such preliminary plans is to be \$10,000, which sum shall also fully cover all fees and charges due to said Howard by reason of any and all other work performed by him in connection with the Stadium up to the 14th day of March, 1922; and it being further understood that in the event Mr. Howard is retained as Architect upon the Stadium, that the said sum of \$10,000 is to apply upon account of his fee."

This recommendation was discussed by the Committees and Regent McEnerney moved that the following clause be added :

" but such authorization shall in no wise obligate the Regents to adopt plans so prepared by Mr. Howard, nor, in the event that the said plans are adopted, to make further payment therefore, nor to employ him as Architect in connection therewith."

Regent Bowles seconded this motion. The motion was unanimously carried.

The above resolution was approved by the Finance Committee at their meeting of March 14, 1922, and also by the Regents at their meeting on March 14, 1922.

At the meeting of the Regents on March 14, 1922, the Secretary advised the Regents that a number of communications respecting location of the Stadium in Strawberry Canyon had been received and that the number favorable to the Regents' action were about three times the number of those adversely criticising it. The Regents ordered the Secretary to file the communications.

At the Finance Committee meeting of March 21, 1922, the Comp-

that at a recent meeting of the Grounds and Buildings Committee, the

following recommendation had been made to the Finance Committee:

"That Mr. John Galen Howard be authorized to proceed with the

preparation of preliminary plans for an outdoor bowl to be located

upon the so-called "bursary" site at the south of Strawberry Canyon, it

being understood that the fee for such preliminary plans is to be \$10,000

which sum shall also fully cover all fees and charges due to all parties

by reason of any and all other work performed by him in connection with

the stadium up to the 15th day of March, 1932, and it is further

understood that in the event Mr. Howard is retained as architect upon

the stadium, that the sum of \$10,000 is to apply upon account of

his fee."

The recommendation was discussed by the Committee and it was

generally agreed that the following should be adopted:

"but such authorization shall in no wise obligate the Regents to

adopt plans prepared by Mr. Howard, nor, in the event that the

plans are adopted, to make further payment therefor, nor to employ

an architect in connection therewith."

Regent Fowler seconded this action. The motion was unanimously

carried.

The above resolution was approved by the Finance Committee at

their meeting of March 14, 1932, and also by the Regents at their meet-

ing on March 14, 1932.

At the meeting of the Regents on March 14, 1932, the Secretary

advised the Regents that a number of communications respecting location

of the stadium in Strawberry Canyon had been received and that the num-

ber favorable to the Regental action were about three times the number

of those adversely criticizing it. The Regents ordered the Secretary to

file the communications.

At the Finance Committee meeting of March 21, 1932, the Com-

troller read a letter from Mr. John Galen Howard respecting his services in designing a bowl in Strawberry Canyon reading as follows:

"Replying to your letter of today, which informs me of the action of the Regents on March 14; I hereby accept the terms of employment outlined therein and will proceed at once with the work on receipt of the necessary surveys.

"It is my understanding that the last part of the resolution, after the word "but", is intended merely to define and safeguard the recognized rights of the Regents and does not imply that there is any intention on their part to terminate my employment at the completion of preliminary plans, or that, if my preliminary plans are adopted, the Regents would feel at liberty to entrust them to any one else for the making of working drawings and other necessary service in connection with the execution of the work. The natural and desirable outcome of my present undertaking would of course be the continuance of my employment for complete services as architect, just as in the case of other University work. I should not care to be placed in the position of selling preliminary plans for someone else to carry out; nor ~~do~~ do I think it is the thought of the Regents to attach such a meaning to their resolution, as it would be so clearly against the interest of the undertaking. The author of approved preliminary plans is the one who should interpret them and complete the work. I note the point, not because I think that there is likely to be any difference of view between the Regents and myself, but because to some minds there might seem to be a slight <sup>is</sup> ambiguity in the wording. Unless I hear from you to the contrary I shall consider that my interpretation of the agreement is correct."

The Comptroller was instructed to advise Mr. Howard that the resolution of the Regents concerning his employment was in their view not ambiguous and to obtain Mr. Howard's unequivocal acceptance





thereof.

At the Finance Committee/<sup>meeting</sup> on April 4, 1922, the Comptroller advised the Committee that Mr. Howard had unequivocally accepted the terms prescribed by the Regents in connection with the preparation of plan for a Stadium to be located in Strawberry Canyon.

At the joint meeting of the Grounds and Buildings Committee and the Finance Committee on April 11, 1922, the Supervising Architect presented drawings and models for a Stadium to be located on the Nursery Site which the Committees examined at length. Action upon the matter was deferred. The Comptroller was authorized and instructed, however, to have the engineering features of the Architect's plans and also the plans prepared by Messrs. Baker and Carpenter examined by Messrs. Markwart and Howell, engineers connected with the Pacific Gas and Electric Company and the Great Western Company, respectively. Regents Britton and Earl agreed to procure the services of these men for this purpose.

At the Finance Committee meeting of April 18, 1922, the Committee was advised that a communication had been received addressed to the Regents of the University of California by Mr. J. S. Hutchinson stating that the Regents' title to the land located in Strawberry Canyon proposed to be used for a Stadium was impressed with a trust for purposes of water supply and that, therefore, it was unavailable for the purpose of the Stadium. The Attorney stated that he had investigated this matter and that the land in question had been purchased with University moneys not obtained from the State Treasurer for this specific purpose and that although a condemnation suit had been started by the Attorney General respecting this property, it had been dropped and that the title held by the Regents was derived by a deed executed by the former owners. He therefore felt that the conclusions drawn in Mr. Hutchinson's letter were unwarranted.

At the Finance Committee meeting on May 2, 1922, the Assist-



ant Comptroller asked the opinion of the Committee as to the advisability of paying in full the bill of the Supervising Architect for services rendered in connection with the Stadium at this time. He stated that \$5,000, or one-half the bill had been already paid Mr. Howard. In view of this fact, it was the sense of the Committee that final payment should not be made at this time.

At the Finance Committee meeting on May 23, 1922, the Committee were advised that nearly one-half million dollars had recently been delivered to the Treasurer on account of the Stadium Funds, and the question of investing these moneys in securities returning larger rates of interest than those now being received from the various banks, was discussed. It was the sense of the Committee that nothing should be done in this particular until the report of the engineers studying the Stadium plans were received, it being explained that this report was expected within the next ten days or two weeks.

At the Finance Committee meeting on June 6, 1922, the Committee were advised that several accounts in various banks containing Stadium funds had been turned over to the Treasurer and that these banks were requesting a formal resolution authorizing the Treasurer to draw upon these funds. In view of this fact, the Committee voted to recommend to the Regents the adoption of the following resolution:

RESOLVED, that Mortimer Fleishhacker, Treasurer of the Regents of the University of California be and he is hereby authorized to sign checks for and on behalf of said The Regents of the University of California in connection with any and all accounts held to the credit of said The Regents of the University of California and/or the Board of Regents of the University of California in each and all of the following banks :

First National Bank of Berkeley  
Crocker National Bank, San Francisco  
Anglo & London Paris National Bank, San Francisco  
Anglo-California Trust Company, San Francisco



American National Bank, San Francisco  
Wells Fargo Nevada National Bank, San Francisco  
Central National Bank of Oakland  
First National Bank of San Francisco  
Union Trust Company of San Francisco  
Bank of California, San Francisco  
Mercantile Trust Company, San Francisco  
Berkeley Branch, Oakland Bank of Savings  
Security Bank and Trust, San Francisco.

AND RESOLVED further that the Secretary or Assistant Secretary be authorized and directed to deliver a copy of this resolution to each of the said banks as their warrant and authority to pay any checks so drawn.

The above resolution was approved by the Regents at their meeting of June 13, 1922.

At the joint meeting of the Grounds and Buildings and the Finance Committees on June 8, 1922, Mr. Markwart (of the Pacific Gas and Electric Company) presented a report on behalf of Mr. J. M. Howells (of the Great Western Power Company) and himself respecting the plans for the Stadium in Strawberry Canyon submitted by Mr. John Galen Howard and Messrs. Baker and Carpenter, Engineers. He stated that he and Mr. Howells had gone over the plans referred to in considerable detail and that while they had not changed the basic idea as contained in the plans of Messrs. Baker and Carpenter, they had agreed upon a modification of this plan which was referred to as the "compromise plan". He further stated that this plan was to be considered in no wise final, but merely afforded a basis for further detailed study upon the part of the person or persons who may be selected finally to prepare the working plans for the construction of the Stadium. The Committee examined the "compromise plan" at considerable length but deferred action thereon until a later meeting.

At the joint meeting of the Grounds and Buildings and the Finance Committees on June 12, 1922, the Committees discussed the matter of selecting some person or firm to have in charge of the construction

National Bank of California, San Francisco  
 First National Bank of California  
 Union Trust Company of California  
 Bank of California, San Francisco  
 Mercantile Trust Company, San Francisco  
 Federal Reserve Bank, San Francisco  
 Security Trust and Loan Company, San Francisco

The fact that the company is a corporation is not a bar to its being treated as a partnership for the purpose of this section. The fact that the company is a corporation is not a bar to its being treated as a partnership for the purpose of this section.

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of the Stadium. After extended discussion, the Committees voted to instruct the Chairman of the Grounds and Buildings Committee to interview Mr. John Galen Howard and Messrs. Baker and Carpenter with the view of negotiating for the procurement of the services of either or both Mr. Howard and this firm.

At the Finance Committee meeting of June 27, 1922, the Committee were advised that Regent Britton had been approached by Mr. John Galen Howard with a request that his bill for services upon the Stadium be paid in full at this time. Mr. Britton requested the Committee to take the matter under consideration at this meeting. After discussion, it was the sense of the Committee that Mr. Howard be paid the sum of \$2500 upon account.

At the meeting of the joint committees on Grounds and Buildings and on Finance on June 30, 1922, the Chairman stated that the meeting had been called for the purpose of hearing a report from Regent Britton respecting his conference with Mr. John Galen Howard and Messrs. Baker and Carpenter with regard to the possibility of securing the services of either or both of them for the construction of the Stadium. Regent Britton advised the Committee that he had conferred with these gentlemen and that they had all expressed their willingness to cooperate in the work. He stated that Mr. Howard was willing, to assume charge of the project, employing Messrs. Baker and Carpenter as Engineers, the fee of the Engineers to be determined upon <sup>by</sup> mutual arrangement between them and Mr. Howard, and further that this arrangement had received the approval of Messrs. Baker and Carpenter. The Committee discussed this at length, several of the members expressing a doubt as to the advisability of placing Mr. Howard in complete charge of the project. The Chairman called the attention of the Committees to the fact that Mr. A. H. Markwart in presenting the "compromise plan" had stated that it was not in a state of completion. Certain of the Committees expressed a desire to

of the standing. After a brief discussion, the Committee voted to  
 instruct the Chairman of the Board of Building to attend to the  
 matter. John G. Brown, and others, were present. The  
 view of the Committee for the payment of the expenses of this  
 matter, is hereby approved.

At the meeting of the Board of Building, held on June 10, 1900,  
 the Chairman reported that the Board had been organized and  
 that the Board had elected a Chairman and a Secretary. The  
 Board also elected a Committee on Finance, and a Committee on  
 Buildings. The Board also adopted a set of By-Laws, and  
 a set of Rules. The Board also adopted a resolution  
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see these plans brought nearer to completion and Regent Britton was instructed to interview Messrs. A. H. Markwart and J. M. Howells and to inquire of them if it would be possible to bring the plans heretofore presented to a higher state of development without, however, advancing to the point of preparing working drawings and specifications.

At the joint meeting of the Committees on Grounds and Buildings and on Finance on July 6, 1922, the Chairman stated that the meeting had been called for the purpose of receiving a report from Regent Britton on the results of his interview with Messrs. A. H. Markwart and J. M. Howells on the possibility of bringing the Stadium plans heretofore presented by them to a higher state of development. Regent Britton informed the Committees that after talking with these gentlemen, he had deemed it advisable to have them appear before the Committees and make their own statement of the situation as it stands at present. The Chairman then called upon Mr. Howells who stated that Mr. Buckingham had been making an intensive study of the Stadium Location and had a plan to present which he felt would be of great interest to the Regents. (Mr. Buckingham was a nephew of Mr. Howells and had been doing the work on the stadium on his behalf). Mr. Buckingham presented the plan which provides for a combination of an earthen bowl and a concrete superstructure. The plan was taken under consideration and Mr. Buckingham asked to furnish blue prints of it to the Committee members.

At the joint meeting of the Committees on Grounds and Buildings and on Finance on July 12, 1922, the Chairman opened the meeting by stating that it had been called for a further discussion of the Stadium plan presented by Mr. Buckingham at the previous meeting. Mr. Buckingham then proceeded to make a statement as to costs which is set forth in full in a report on this plan which he has prepared for distribution to the members of the committees. This report shows a total cost, including real estate, within the amount subscribed. The Committee



then entered into a discussion as to the next step to be taken, and particularly as to the selection of a person or persons to be in charge of the preparation of working drawings and the prosecution of construction. Regent McEnerney finally moved that it be the sense of the Committees that the Supervising Architect be not given plenary power in the construction of the Stadium. After considerable discussion of this motion, pro and con, it was withdrawn, and Regent Britton moved that a committee of three be appointed by the Chairman to interview the Supervising Architect concerning the architectural soundness of the Buckingham plan, and the possibility of his associating himself with Mr. Buckingham and with Messrs. Baker and Carpenter in case that plan is adopted.

Regent McEnerney amended this motion by naming the three members of the committee as Regents Britton, Bowles, and Foster. In this form the motion was unanimously carried, the Committee being instructed to report back at 10:00 a.m. Wednesday, July 19.

At the joint meeting of the Committees on Grounds and Buildings and on finance on July 20, 1922, Regent Britton reported for the special committee appointed at the last meeting, that a conference had been held with Mr. John Galen Howard who had stated that the so-called Buckingham plan could very probably be made satisfactory from an architectural point of view, and had expressed his entire willingness to work with Messrs. Baker and Carpenter and Mr. Buckingham, if the Regents wished him to do so, provided all the work was placed under one head.

Regent Britton reported that Mr. Howard had asked for time to study the Buckingham Plan and had informed the special committee that he could not name with certainty any date on which he could report the result of his studies. Various Regents urged that there be no further delay awaiting discussion of plans but that the Regents themselves decide upon a plan and commit its execution to such persons as seem to them desirable, Regent Britton then moved that it be the sense of the Com-



mittee that the Buckingham plan be adopted; that Baker and Carpenter be authorized to act as construction engineers in the development of the engineering features of the plan, with Mr. Buckingham as consultant, and that Mr. John Galen Howard be authorized to develop the architectural features in collaboration both with Baker and Carpenter and Mr. Buckingham. This motion was unanimously carried and the Chairman and Regent Britton authorized to confer informally with the various persons concerned and to report back at 10:00 Wednesday, July 26.

At the joint meeting of the Committees on Grounds and Buildings and on Finance on July 26, 1922, the Chairman and Regent Britton reported the results of their informal consultations with Messrs. Howard, Buckingham and Carpenter, which did not indicate that the plan proposed at the last meeting could be carried out exactly. Regent Fleishhacker then proposed as a modification of this plan the following declaration of principles;

- a. This Committee adheres to its adoption of the Buckingham plan and wishes the Stadium constructed along the lines thereof.
- b. It wishes a Commission created consisting of Mr. John Galen Howard, Chairman, Mr. E. E. Carpenter, and Mr. G. F. Buckingham, to reduce the Buckingham plan to working drawings and specifications on which bids can be received, the Comptroller of the University to sit with the Commission and act as its Secretary. In case there is not unanimous agreement in this Commission, differences of opinion shall be referred to this Committee of the Regents through the Comptroller;
- c. All compensation for the work thus outlined, shall be determined by the Regents.
- d. The Commission shall proceed only on written instructions from this Committee of the Regents transmitted through the Comptroller.

The Committee then called in Messrs. Howard, Carpenter and Buckingham singly and together and secured from each of them a statement

committee that the University will be advised that Baker and Corporation be authorized to act as construction engineers in their development of the engineering features of the plan, with Mr. Buckingham as consultant and that Mr. John Owen Howard be authorized to develop the architectural and structural features in collaboration with Baker and Corporation and that the action was unanimously carried and the University Regent's Commission authorized to confer informally with the various persons concerned and to report back to 10:00 Wednesday, July 20.

At the joint meeting of the Committee on Grounds on July 19, 1902, the Chairman and Regent's Commission reported the results of their informal consultations with Messrs. Buckingham and Carpenter, which did not indicate that the plan proposed at the last meeting could be carried out exactly. Regent's Commission then proposed as a modification of this plan the following modifications of principles:

- a. This Committee refers to the location of the main building plan and places the stadium constructed along the line thereof.
- b. It wishes a foundation erected consisting of Mr. John Owen Howard, Chairman, Mr. J. S. Carpenter, and Mr. W. L. Buckingham, to make the Buckingham plan to looking for input and specifications on this side can be received, the Regent's Commission of the University to aid in the construction and set as its secretary. In case there is not unanimous agreement in this Commission, reference of opinion shall be referred to this Committee of the Regent's Commission through the Regent's Commission.
- c. All compensation for the work thus outlined, shall be determined by the Regent's Commission.

1. The Commission shall proceed only on written instructions for this Committee of the Regent's Commission transmitted through the Regent's Commission. The Committee then called in Messrs. Howard, Carpenter and Buckingham singly and together and secured from each of them a statement

that he would be willing to act as a member of the Commission under the conditions outlined. They then instructed the Comptroller to have a formal agreement drawn up by the Attorney in accordance with the principles stated above and to secure the signatures of the members of the Commission thereto.

The above declaration of principles were approved by the Regents at their meeting on August 8, 1922.

At the Finance Committee meeting on August 1, 1922, the Comptroller advised the Committee that he had secured an option upon lot two (2), Block 2043, "Map of Simmons Property" on the east side of Piedmont Place, adjoining the property of Mary B. F. Babcock on the south, for the sum of \$500. the total price to be \$6,000, payable thirty days from date. He stated that this was one of the properties required for roadways to the Stadium and which he had heretofore been instructed by the Regents to obtain. The Committee voted to recommend the purchase of the same.

The above recommendation was approved by the Regents at their meeting on August 8, 1922.

At the meeting of the Committee on Grounds and Buildings on August 7, 1922, Regent Bowles raised the question as to whether the building of the California Memorial Stadium would not properly come within the jurisdiction of the Grounds and Buildings Committee rather than the Special Stadium Committee, now that matters of finance are no longer involved and a Commission has been chosen for the prosecution of the work. The Committee discussed the matter but reached no decision.

At the joint meeting of the Committees on Grounds and Buildings and on Finance on August 8, 1922, Messrs. Howard, Carpenter, and Buckingham appeared before the Committee to discuss with them the following agreement concerning their services as a Commission on the California Memorial Stadium.

that he will be willing to let as a member of the Commission and to  
non-attorney outlined. It is the intention of the Commission to have  
forward agreement drawn up by the attorney in connection with the  
higher stated above and to secure the signature of the members of the  
Commission thereto.

The above recommendation of the Commission was approved by the

meeting at this meeting on August 5, 1932.

At the time the Commission was organized on August 5, 1932, the  
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for the purpose of the Commission, the total value to be \$5,000,000  
at the time the Commission was organized on August 5, 1932. The Commission  
of the Commission.

The above recommendation was approved by the Commission at this

meeting on August 5, 1932.

At the meeting of the Commission on August 5, 1932, the  
August 5, 1932, Messrs. Boarder raised the question as to whether the  
finding of the Attorney General's Commission would not properly come  
within the jurisdiction of the Grounds and Buildings Committee rather  
than the Special Stadium Committee, now that matters of finance are no  
longer involved and a Commission has been chosen for the prosecution  
of the work. The Committee discussed the matter but reached no decision.

At the joint meeting of the Commission on Grounds and Buildings

held on August 8, 1932, Messrs. Boarder, Howard, Carpenter, and  
Luskington appeared before the Commission to discuss with them the  
joint agreement concerning their services as a Commission on the  
Special Stadium.



THIS AGREEMENT, made and entered into this \_\_\_\_ day of August, 1922, by and between THE REGENTS OF THE UNIVERSITY OF CALIFORNIA, a corporation of the State of California, party of the first part, and JOHN GALEN HOWARD, E.E.CARPENTER and GEORGE F. BUCKINGHAM, parties of the second part.

W I T N E S S E T H :

WHEREAS, the party of the first part is desirous of constructing upon or near the grounds of the University of California, at Berkeley, California, a certain recreation field to be known as the California Memorial Stadium; and

WHEREAS, the party of the first part desires said Buckingham Plan to be reduced to working drawings and specifications sufficient for inviting bids for the construction of said Stadium:

NOW, THEREFORE, IT IS HEREBY AGREED as follows:

1. The party of the first part hereby appoints a Commission, to be composed of said John Galen Howard, Chairman, said E. E. Carpenter and said George F. Buckingham, whose purpose and object shall be to reduce said Buckingham Plan with such modifications as may be unani-  
mously agreed upon by the parties of the second part, to working drawings and specifications, suitable for inviting bids for construction, and satisfactory to the party of the first part. It is expressly understood that said working drawings and specifications shall contemplate the construction of said Stadium, including the purchase of all lands necessary therefore, and all other costs of whatsoever kind or nature, at a cost not to exceed the sum of one million one hundred thousand (\$1,100,000) dollars, the total amount subscribed for said Stadium.

2. The party of the first part reserves the right to terminate this agreement as to any or all of the parties of the second part at any time, and each of the members of the Commission reserves



a similar right so far as his own connection therewith is concerned.

3. The parties of the second part, and each of them, hereby accept said appointment upon the terms and conditions herein set forth, and agree to use their best skill, efforts and endeavors to prepare working plans and specifications for the construction of said California Memorial Stadium according to the said Buckingham Plan, which shall be suitable for inviting bids for construction and shall be satisfactory to the party of the first part.

4. The Comptroller of the University of California shall be entitled to sit with the said Commission and advise with it and its members at all meetings, conferences and deliberations, and shall act as its Secretary.

5. In the event that the members of <sup>the</sup> said Commission shall be unable unanimously to agree to any part or portion of the work which it shall be proposed to embody in said working plans and specifications, then any and all differences, disputes and controversies so arising shall be referred through the said Comptroller to the Stadium Committee for decision. When any difference, dispute or controversy shall so arise the Commission as a whole shall, at the request of any member thereof, have the right to appear before said Stadium Committee and in such case no communications on behalf of any member thereof without the knowledge of said Commission shall be submitted to said Stadium Committee or any member thereof without the knowledge of the Commission as a whole. Said Stadium Commission is hereby defined to be a body composed of the members of the Finance Committee and the Committee on Grounds and Buildings of the Regents of the University of California.

6. All drawings, specifications and models prepared by the said Committee shall be the sole and exclusive property of the party of the first part, but each member of the Commission shall be furnished with copies of all documents, plans, etc., which copies shall be the



sole and exclusive property of the individual parties of the second part.

7. The Commission shall not proceed with the work hereinabove outlined until it shall be so instructed in writing by the said Stadium Committee through the said Comptroller.

8. As full compensation for their services in reducing the Buckingham plan to complete working drawings and specifications satisfactory to the party of the first part and ready for the taking of bids, the party of the first part shall pay to the respective parties of the second part such sums as it shall decide to be just, proper and in accordance with recognized professional practice, for the individual service of the respective parties. The parties of the second part and each of them hereby agree to accept such compensation. It is understood, however, that if the working plans and specifications prepared by the parties of the second part shall not be satisfactory to the party of the first part, then the party of the first part shall be under no liability whatsoever to the parties of the second part or any of them for any services or charges of any nature in connection with the preparation of working drawings and specifications for said Stadium; and it is further understood that in the event that this agreement shall be terminated as hereinabove provided as to any or all of the parties of the second part then the party of the first part shall be under no liability to any or all parties of the second part as to whom this agreement has been so terminated for any services or charges in connection with said work.

9. The party of the first part shall have the option to engage the parties of the second part, or any of them to perform all services in connection with the construction and completion of said Stadium after the adoption of working drawings and specifications for such remuneration as it shall decide to be just, proper and in accordance

sole and exclusive property of the individual parties of the second part.

7. The Commission shall not proceed with the work unless the Commission shall be so instructed in writing by the said Commission.

8. A full compensation for their services in relation to the Commission shall be provided to the individual parties of the second part as it shall decide to be just, proper and in accordance with recognized professional practice, for the individual parties of the second part. The parties of the second part shall be free to accept such compensation. It is understood, however, that if the working plans and specifications prepared by the parties of the second part shall not be satisfactory to the party of the first part, then the party of the first part shall be under no obligation whatsoever to the parties of the second part or any other party in connection with the preparation of working drawings and specifications for said building. It is further understood that in the event that this agreement shall be terminated or otherwise provided as to any or all of the parties of the second part that the party of the first part shall be under no liability to any or all parties of the second part as to whom this agreement has been so terminated for any services or charges in connection with said work.

9. The party of the first part shall have the option to terminate the parties of the second part, or any of them to perform all services in connection with the construction and completion of said building after the adoption of working drawings and specifications for such remuneration as it shall decide to be just, proper and in accordance

with recognized professional practice for such service, to be paid by the party of the first part to each of said parties of the second part whose services may be engaged pursuant to this option.

IN WITNESS WHEREOF the party of the first part has caused this instrument to be executed by its officers thereunto duly authorized and its corporate seal to be hereunto affixed, and the parties of the second part have hereunto signed their names, all on the day and year above written.

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA,  
Party of the First Part,

By \_\_\_\_\_  
Governor of the State of California and  
ex-officio President of the Regents of the  
University of California.

By \_\_\_\_\_  
Secretary of the Regents of the University  
of California.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Parties of the Second Part.

After discussion, <sup>the</sup> three members stated that they would sign the agreement as submitted.

The above agreement was approved by the Regents at their meeting of September 12, 1922.

At the Finance Committee meeting on August 15, 1922, the Comptroller ~~am~~ was instructed to make payment of the following bills incurred in connection with the preparation of plans for the Stadium.

John Galen Howard, final payment of the \$10,000 fee authorized at the meeting of March 8, 1922 - -	\$2500.00
G. F. Buchingham, "out of pocket" expenses - - - -	\$ 441.56
Baker and Carpenter, "out of pocket" expenses - -	\$ 245.50





At the Finance Committee meeting of August 22, 1922, the Committee were advised that the members of the Stadium Commission had stated their inability to advance the necessary funds covering the expense of preparing the working drawings and specifications upon which they are now engaged, whereupon Regent Britton moved that a fund of \$5,000 be set up, chargeable to the Stadium funds, from which the current expenses of the Commission are to be met, the Comptroller being authorized to effect such methods of payment with respect to vouchers, etc. as he might deem advisable, and to report from time to time with regard to such expenditures to the Joint Stadium Committee. Regent McEnerney seconded the motion and the same was unanimously adopted.

The above recommendation was approved by the Regents at their meeting of September 12, 1922.

This finishes the recorded minutes of the various committees appointed to get the California Memorial Stadium under way toward its completion.

Now to go back to my personal efforts in the selection of the site, the design and construction of the Stadium. As previously mentioned, I was intentionally kept out of all stadium meetings on site, development and planning because I was so critical of the original site selected and the plan of construction. But, I was a close friend of Dean Probert so always had his ear on the various phases of Stadium development. I also became a close personal friend of Mr. E. E. Carpenter and had been a long time friend of Arthur Markwart, the chief engineer for the Pacific Gas and Electric Company, and who later advised on the Stadium project.

In the early studies on the bowl type stadium and in the final design I had the opportunity to have made (of which I am justly proud) the study and layout of the sight lines of the inside of the stadium, in other words, the slope of the inside portion of the bowl

At the Finance Committee meeting of August 22, 1932, the Com-

mittee were advised that the members of the Stadium Commission had stated their inability to advance the necessary funds covering the expense of preparing the working drawings and specifications upon which they are now engaged, whereupon Robert Weston moved that a fund of \$25,000 be set up, chargeable to the Stadium Fund, from which the present expenditures of the Commission are to be met, the Committee being authorized to effect such methods of payment with respect to such matters as might be advisable, and to report from time to time with regard to such expenditures to the Joint Stadium Committee. Robert Weston seconded the motion and the same was unanimously adopted. The above recommendation was approved by the majority of

their meeting of September 18, 1932.

This finished the recorded minutes of the various committees appointed to get the California Memorial Stadium under way toward completion.

Now to go back to my personal efforts in the selection of the site, the design and construction of the stadium. As previously mentioned, I was intentionally kept out of all stadium meetings on development and planning because I was so critical of the original site selected and the plan of construction. But, I was a close friend of Robert so always had his ear on the various phases of stadium development. I also became a close personal friend of Mr. D. S. Carter and had been a long time friend of Arthur Markwart, the chief engineer for the Pacific Gas and Electric Company, and who later advised on the Stadium project.

In the early studies on the bowl type stadium and in the final design I had the opportunity to have made (of which I am justly proud) the study and layout of the eight lines of the inside of the stadium, in other words, the slope of the inside portion of the bowl

of the stadium. From my studies, all seats in the California Memorial Stadium are good seats as to view of the game and the playing field.

From my previous experience with old California Field I laid out the drainage system of the field and the crowning of the playing surface.

Volume XIV, No. 11, October, 1921, the Stadium Number of the California Alumni Monthly is devoted entirely to the proposed California Memorial Stadium. In this number, the Alumni Council pledges support to the Stadium campaign. There are articles by President David P. Barrows, Dean Frank H. Probert, Comptroller Robert G. Sproul, University Architect John Galen Howard, and Andy Smith, the California football coach. In this number are comparisons with other University stadiums, such as the Harvard Stadium with a capacity of 42,000, built in 1904 and measures 570 feet by 420 feet; the Yale Bowl, with a seating capacity of 62,000, oval in shape, with the field 300 feet by 500 feet and is 27 feet below the level of the surrounding land, with dimensions overall of 750 feet by 900 feet and covering 12.5 acres; the Ohio State University Stadium, U-shaped to seat 60,000 and which will cost more than \$1,250,000; Stanford University Stadium, with the floor of the field 23 feet below the surrounding land and the top of the embankment 36 feet above the present ground level, the field measuring 562 feet by 355 feet, and containing a quarter mile running track with a 220 yard straight-away through the open end at the southeast corner, with a seating capacity of 61,000, costing about \$210,000 and constructed in 1921 by Palmer and McBride, contractors; The Palmer Memorial Stadium at Princeton, erected in 1914 with a seating capacity of 42,000, a total length of 652 feet and a width of 320 feet; the University of Illinois Memorial Stadium, with a seating capacity of 75,000 and costing about \$2,500,000.

A look at the map showing the proposed California Memorial Stadium on page 307 of the October, 1921 number of the California Alumni Monthly shows that the proposed stadium would allow very little room

of the stadium. From my studies, all seats in the California Memorial  
 stadium are good seats as to view of the game and the playing field.  
 From my previous experience in the California Field I laid out the  
 drainage system of the field and the crowding of the playing surface.  
 Volume IV, No. 11, October, 1911, in stadium building of  
 California Memorial Stadium. In this number, the Alumni Journal of the  
 stadium building. The stadium building was completed in 1911 and  
 built for the property, completed in 1911, University of California  
 that John D. in 1911, the California football season.  
 in this number are some relations with other University stadium, and in  
 the stadium building with a capacity of 41,000, built in 1904 and near-  
 two 500 feet by 400 feet: the Yale Bowl, the seating capacity of  
 14,000, over in 1904, at the 500 feet by 500 feet in 1911.  
 feet before the level of the stadium building, with the stadium of 1911  
 of 100 feet by 500 feet and covering 1/2 acre; the stadium building  
 with 400 feet by 500 feet, 100,000 feet of area, which will cost more than  
 1,000,000; stadium building with the floor of the field  
 feet below the surrounding level and the top of the stadium at 50 feet  
 above the present ground level. The stadium building 500 feet by 500 feet  
 and containing a number of seating tracks with a 200 feet diameter  
 was through the stadium and at the southeast corner, with a seating ca-  
 pacity of 40,000, seating about 100,000 and completed in 1911.  
 and the stadium building. The stadium building seating at 100,000.  
 seated in 1911 with a seating capacity of 41,000, a total length of 500  
 feet and width of 500 feet; the University of Illinois Memorial Stadium  
 built with a seating capacity of 38,000 and seating about 38,000.  
 I look at the map showing the proposed California Memorial  
 stadium on page 207 of the October, 1911 number of the California Journal  
 which shows that the proposed stadium would allow very little room

outside of the stadium walls for circulation of spectators. (This is one of the points that the writer kept pointing out to the members of the various stadium committees).

In addition to the making of the detailed surveys for the Stadium site, I placed one of my staff on full time for the field layout and inspection during the entire construction.

The resident engineer on the job was a Dan Ormsby.

The firm of Bates and Borland, the excavation contractors for the Stadium job were not ~~known~~<sup>new</sup> to me, as I had worked with them and their engineer, Mr. Alberts, when they were constructing the San Pablo Dam for the Peoples Water Company in 1909. In later years, in 1930, when I was the engineer for the Bear Gulch Water Company, owned by The Regents of the University of California, and was raising the earth dam <sup>at Menlo Park</sup> for greater storage capacity, I employed Mr. Alberts to supervise the earth work construction on the dam, as I knew that it would be done properly.

In the design of the Stadium, a 4-foot diameter circular concrete culvert was to be installed under the Stadium fill and field to carry the waters of Strawberry Creek and other drainage of the canyon. When it became impossible to get the <sup>early</sup> delivery of the prefabricated concrete pipe, it was decided, in order not to hold up the work, to install a concrete culvert section <sup>constructed</sup> in place, so a George Howson, an engineer in Mr. Howard's office in San Francisco, (also, I believe a nephew of Mr. Howard's) redesigned the culvert to an oval section, I believe, 4-feet wide and 3-feet high. I criticized the design of the culvert as being inadequate in size to carry flood flows from Strawberry Creek, but my advise was not heeded. I knew of what I was arguing for as I was the one who, in 1907, designed and had installed the weirs in Strawberry Canyon, just below the present Poultry Station, for the measuring of the flow of Strawberry Creek throughout the year. I had designed and installed the recording clock mechanism for recording and measuring the



height of water flowing over the weir, from which the flow of water was calculated. The measuring recorded was made by Valdemar Amntzen of the Civil Engineering Testing Laboratory. The mechanism was clock driven of water heights by a Seth-Thomas eight day clock and the record/was inscribed on a chart wrapped around the <sup>vertical</sup> 8-inch diameter cylinder. I looked after the weir and the records and calculated the flow thus recorded for about seven years. The <sup>record of</sup> stream flow from Strawberry Creek was needed in the studies that were being made under the direction of Professor Charles Gilman Hyde of possible water storage and yield of Strawberry Creek if a storage reservoir were constructed.

I had also designed the culvert in 1910 which carried the waters of Strawberry Creek under and around the Men's Swimming Pool. This culvert was oval in shape, 3-feet high and 5-feet wide. It was adequate in size for its location upstream from the Stadium and was on a greater slope or grade that that which could be obtained under the Stadium.

The design of the culvert under the Stadium by Mr. Howson was faulty as some years after the construction of the Stadium, it began to fail because of the excessive weight on it. As University Engineer, I saved the culvert from failure by installed <sup>ing</sup> additional reinforcing steel on the sides and placing a layer of cement gunite over the sides and bottom. This reduced the cross section or area of the culvert and thereby its carrying capacity. I have always been concerned about the adequacy of the culvert in case of excessive rains and stream run-off.

When the fill on the east rim of the Stadium was near completion, I started plans in my office for an extension of the culvert upstream. I had plans to complete the fill between the banks of Strawberry Creek from the Rimway Road of the Stadium <sup>to</sup> and the level of the Men's Swimming Pool, which, when filled, would provide many acres of land suitable for playgrounds, tennis courts and the like. This field would have a grade, from east to west, of about 1 per cent ( 1 foot per 100 feet).

height of water flowing over the weir. From which the flow of water was calculated. The measuring recorded was made by Vladimir Amnitsin of the Civil Engineering Institute Laboratory. The measurement was clock driven by a cathode-ray oscilloscope and the records were inscribed on a cathode-ray screen around the 3-inch diameter cylinder. I looked after the weir and the records and calculated the flow that was recorded for about seven years. The stream flow from Strawberry Creek was measured in the studies that were being made under the direction of Professor Charles L. Brink of the University of California at Berkeley. I am a student of his and I was a member of his research group.

I had also designed the culvert in 1917 which carried the water of Strawberry Creek under and around the main swimming pool. This culvert was over 10 feet in diameter, 12 feet high and 8 feet wide. It was situated in the area of the location mentioned from the station and was on a slight slope on a grade that that which could be obtained under the station. The design of the culvert under the station by Mr. Howard was faulty as some years after the construction of the station, it began to sink because of the excessive weight on it. An University engineer, I had the culvert from failure by installing additional reinforcing steel on the sides and placing a layer of cement grout over the sides and bottom. This reduced the cross section of area of the culvert and thereby its carrying capacity. I have always been concerned about the design of the culvert in case of excessive rain and stream run-off.

When the fill on the east rim of the station was near completion, I started plans in my office for an extension of the culvert to the stream. I had plans to complete the fill between the banks of Strawberry Creek from the Highway Road of the station xxx the level of the main swimming pool, which, when filled, would provide many acres of land suitable for playgrounds, tennis courts and the like. This field would have a grade, from east to west, of about 1 per cent (1 foot per 100 feet).



The construction of the necessary culvert was done in three contracts as the fill was made and money was available. It connected with the existing culvert under and around the Men's Swimming Pool. For many years, I had written in<sup>to</sup> the construction contracts on the Berkeley Campus that all surplus material from excavation was to be placed in the fill in Strawberry Canyon, east of the Stadium. Thus over the years, space was being made to be used for playgrounds, intramural sports, tennis courts and the like. I never got any support from the Administration for the development of tennis courts or playfields. I was continually advised that funds were not available for such development, that if it were done, it would be necessary to have suitable housing for dressing rooms, showers, toilet facilities and supervision. Some years later (1930) when it was decided to construct the Administration Building<sup>(now known as Sproul Hall)</sup> on the east side of Telegraph Avenue and the University shops had to be removed from the site, they were moved to the area east of Rimway Road in Strawberry Canyon, an ideal location for them, as they were close to the campus and yet away from the Academic Buildings.

Attached herewith is a copy of "The Story of the Stadium" written by William Henry Smyth. Bill, as I got to know him lived in the old house or mansion on the Smyth Tract, north of Dwight Way and east of Hillside Way, only a few blocks from the Stadium construction. He was an engineer and followed the construction very closely. His articles on the Stadium construction are most interesting. At the bottom of the title page of his article or story is "California Memorial Stadium," In memory of Californians who gave their lives in the World War", 1914-1918. These words are in bronze letters on the north side of the west entrance of the Stadium at field level. They follow my words when I first took The Regents to view the site in December, 1921.

When study of the stadium construction started I called to the attention of the engineers, the line of the Hayward Fault, which crosses



in a northerly-southerly line at the west side of the Stadium walls. I had become familiar with this Hayward Fault when it was crossed in the driving or digging of the Lawson Audit, east from the Hearst Memorial Building, and again when James Sutton was excavating for his home at the corner of Panoramic Way and Bancroft Way (Canyon Road). In the construction of the west concrete wall of the Stadium two expansion joints were made in the wall, one about 10 feet north from the line between sections C and CC and one about 10 feet south of the line between sections H and HH. These expansion joints extend the total depth of height of the west wall of the stadium. This Hayward fault runs through Bowles Hall at about the center of the west wing. In the original layout of Bowles Hall by Mr. George Kelham, the building was located further west than the present building, but when surveying the site for the building I moved it easterly so the fault line would not pass through the center of the building.

Back again to culverts. Three contracts were entered into for the three sections of culvert east of the Stadium culvert. The last contract was with P. M. Henning, a contractor of Oakland, for 270 feet of culvert connecting with the culvert under and around the Men's Swimming Pool at a cost of \$3,579.40. Manholes rising to the grade at the surface were constructed at each end.

Later, in 193\_ another section of culvert was constructed from the west end of the culvert under the Stadium to connect with the culvert under College Avenue. With the construction of this culvert, it allowed filling in of Strawberry Creek and the extension of Piedmont Avenue northerly.

As this fill was being made in the early 30's, I strongly advocated the construction of an underground automobile parking area under the fill east of Piedmont Ave., which now would be located under the so-called Kleeberger Intramural Field. I still believe this project of an under-

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

In the second section, the author details the various methods used to collect and analyze the data. This includes both primary and secondary research techniques. The primary research involved direct observation and interviews with key stakeholders. Secondary research was conducted through a review of existing literature and industry reports.

The third section presents the findings of the study. It highlights several key trends and patterns observed in the data. For example, there was a significant increase in the use of digital services over the period studied. Additionally, the data suggests that customer expectations are rising, particularly in terms of service quality and response time.

Based on these findings, the fourth section offers several recommendations for improvement. These include investing in staff training to enhance service quality, implementing a more robust digital infrastructure, and improving communication channels to better address customer needs. The author also suggests regular monitoring of market trends to stay ahead of the competition.

Finally, the document concludes by summarizing the overall objectives and the value of the research. It reiterates that the goal was to provide a comprehensive overview of the current market landscape and to identify actionable insights for business growth. The author expresses confidence that the findings will be helpful in making informed strategic decisions.

ground parking field is sound and should be constructed. It would be found to be most useful and economical. Why don't the University authorities do it?

I personally designed and supervised the construction of the playing field of the California Memorial Stadium. From my experience with the drainage of the playing field of old California Field in 1908, I crowned this playing field about 10 inches along the longitudinal and transverse axis. I have always been an advocate of adequate surface drainage for roads and large field areas. Firstly, the base was graded and crowned 10 inches and then from 8 to 10 inches of sandy loam soil obtained from an area in the east portion of Alameda and then several inches of well rotten manure placed on top. Four-inch agricultural drain tile was installed in trenches about 20 feet apart and graded to the edges of the field to a collecting drainage system which carried any water to outlets emptying into the culvert under the Stadium field. After careful grading of the surface, the following grass mixture was spread and raked in, comprising 30% Golf-o-lawn, 30% Chewings Fescue, 15% Blue Grass and 15% Red Creeping Fescue. This mixture of grass seed was recommended by Harry W. Shepherd, assistant professor of Landscape Design on the Berkeley campus. After seeding, the field was covered with about one inch of well rotted manure. Other mixtures of grass seed has since been used when the playing field has been worked over. In the spring of 1927 Mr. Jacks, head gardener at the Berkeley campus, reseeded the playing field with the following mixture of see, 50% rye, 17% agrostis stallinefera, 17% blue grass or red top, and 16% alfens fescue.

The purchase of lands for the Stadium included eight parcels totaling 3.684 acres, in addition to the two parcels of land already owned by the Regents of the University of California. These lands were purchased from funds from the California Memorial Stadium Fund and Associated Students of the University of California. The lands acquired



comprise the following:

- (1) an irregularly shaped parcel on the east side of Piedmont Place with a frontage of about 100 feet, deed from Charles J. Fee, dated Oct. 14, 1922 and recorded Oct. 21, 1922 in Book 268 at page 394 of Official Records of Alameda County, and comprising 0.464 acres.
- (2) a rectangular parcel on the east side of Piedmont Place with a frontage of about 54 feet and a depth of about 105 feet, by deed from Charles J. Fee, dated Aug. 26, 1922 and recorded Aug. 30, 1922 in Book 229 at page 459 of Official Records of Alameda County, and comprising 0.111 acres.
- (3) and irregular parcel on the east side of Piedmont Place at the end of Piedmont Avenue, with a frontage of about 106 feet, by deed from Mary B. F. Babcock and Allen H. Babcock, dated Oct. 25, 1922 and recorded Nov. 21, 1922 in Book 310 at page 290 of Official Records of Alameda County, and comprising 0.10 acres.
- (4) and irregular triangular shaped parcel of land with a frontage of about 220 feet on the east side of Piedmont Avenue and a depth of about 240 feet, by deed from Anson S. Blake and Anita D. S. Blake, dated Mar. 20, 1922 and recorded Mar. 27, 1922 in Book 178 at page 178 of Official Records of Alameda County, and comprising 0.542 acres.
- (5) a rectangular parcel of land with a frontage of about 105 feet on the east side of Piedmont Avenue, and an average depth of about 215 feet, by deed from Edwin T. Blake and Harriet W. Blake, by deed dated Mar. 20, 1922 and recorded Mar. 27, 1922 in Book 192 at page 93 of Official Records of Alameda County, and comprising 0.860 acres.
- (6) a rectangular parcel of land with a frontage of about 95 feet on the east side of Piedmont Avenue, and an average depth of about 370 feet, by deed from Harriet W. Blake, dated Nov. 20, 1922 and recorded Mar. 27, 1922 in Book 157 at page 246 of Official Records of Alameda County, and comprising 0.355 acres.





(7) a rectangular parcel of land at the north end of Prospect Street, approximately 100 feet by 150 feet in size, from Marthe Sherman Day Stringham, by deed dated Nov. 1, 1922 and recorded Nov. 18, 1922 in Book 296 at page 270 of Official Records of Alameda County, and comprising 0.355 acres.

(8) a rectangular parcel of land west of parcel 7 approximately 116 feet by 150 feet, by deed from Harriet Day DeWitt, Martha Sherman Bacon, Roland I. Stringham and Martha Sherman Day Stringham, by deed Nov. 1, 1922 and recorded Nov. 18, 1922 in Book 330 at page 72 of Official Records of Alameda County, and comprising 0.412 acres.

The total of the above seven acquisitions is 3.684 acres of land.

#### Drill Field and Practice Baseball Field.

In 192 the area between the east side of Oxford Street and the west side of the Agriculture group of buildings and between the south side of Hearst Avenue and the north side of the Eucalyptus Grove was graded. This area became the drill field for the University R.O.T.C. A practice baseball field was constructed in the southeast portion of this field, and was also used as the Freshman football practice field. This field superseded the old baseball field east of the track and east of the eucalyptus grove.

Varsity baseball games and practice were held in old California Field. When the California Memorial Stadium was completed in 1923, varsity baseball games were held here. When the Edward's fields were completed in 1932, all baseball games were then held here.

#### TENNIS COURTS

Ten tennis courts were constructed about 1912 and located north of Bancroft Way and west of College Avenue for about \$22,100. About 1918 the writer had these tennis courts resurfaced with asphalt and at the same time gave these courts better surface drainage and also installed higher fences around each court.



A single tennis court was constructed about 1905 and located northwest of North Hall.

A single tennis court was constructed about        and located west of the President's House. This court was used often by President Robert Gordon Sproul when he lived in the President's House.

About 1934 four tennis courts were constructed under the writers design and supervision in the area just west of the original courts north of Bancroft Way for the use of women students . It was fortunate that these tennis courts did not interfere with the construction of the Hearst Gymnasium for Women.

About 1934 four tennis courts were constructed under the writers design and supervision in the area at the north end of the Edwards Field Track.

For several years the writer advocated the construction of at least six tennis courts on the vacant property acquired by the University between Bancroft Way and Durant Avenue and between College Avenue and Bowditch Street and across the street from the Women's Gymnasium . But these requests were turned down by the University authorities and the area leased for an auto parking lot.

In the middle thirties the writer suggested that the University acquire lands between Bancroft Way and Durant Avenue and between Fulton Street and Ellsworth Street for the development of tennis courts until such time that the University may need the lands for academic buildings. This suggestion of the writer's was not carried out when the properties could have been purchased at relatively low prices but in recent years these lands have been acquired and is now used for automobile parking.

I am still of the opinion that more tennis courts should be available to the students. When the University Shops were moved from their location just east of the <sup>m</sup>Rinway Road opposite the California

State of New York 2001

Northwest of West Hill

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Memorial Stadium to their new site at Milvia and Carelton Streets in Berkeley, the area formerly used by these shops and adjacent areas to the east were developed for student recreation facilities, including swimming pools and tennis courts and automobile parking. This development was made possible by bequests from the Heller's and the Stern's.

### SWIMMING POOLS.

Before the construction of the Men's Swimming Pool in Strawberry Canyon on 1910-11, those students who liked to swim had to go to the Oakland or Berkeley Y.M.C.A's or to the Alameda beaches or even to the San Francisco Bay near the end of University Avenue. I personally had often gone to the end of University Avenue with James Schaeffer, Gus Vollmer, Joe Mills, and others for my swim.

The Strawberry Canyon Pool became very popular but was for men only. This pool was discontinued about 1935, when the three pools in the new Men's Gymnasium became available.

In the fall of 1911, the writer designed and supervised the construction of a swimming pool for women on the area just north of old Women's Gymnasium <sup>on the west side of College Avenue</sup>. The water of the pool was filtered through a rapid sand filter and was also sterilized with disinfectants. This pool was discontinued about 1930.

The Strawberry Canyon pool for men and the College Avenue pool for women seemed to suffice until the construction of the Hearst Gymnasium for Women where three pools were constructed and the construction of the Men's Gymnasium in 1931 where two pools were provided.

With the assistance of Ernest Brandsten, the caretaker at the Men's Swimming Pool in Strawberry Canyon, and an Olympic high diving champion, the writer designed the adjustable diving stand and board which later became the intercollegiate standard for diving boards.



My file on Athletic Fields and Equipment at the University of California include the following items :-

1. Complete file of Regent's minutes on the selection and development of the California Memorial Stadium.
2. Grass mixture for turf inn the California Memorial Stadium by Harry W. Shepherd, and by Mr. Jacks, foreman of landscape work on the campus.
3. Athletic Field Development (Running Track) by A. G. Spaulding & Bros. dated Sept. 5, 1928.
4. Layout of Running Track for George C. Edwards Field.
5. Book on Olympic Games, Stockholm, 1912 (from Ernest Brandsten)
6. Swedish Book on Track Sports, 1910 (all in Swedish), from E. Brandsten
7. Swedish Book on Olympic Sports, 1912, from Ernest Brandsten.
8. National Collegiate Athletic Association Track and Field Official Handbook, 1935.
9. Tennis Courts for all year sport, prepared by Portland Cement Association.
10. Report by E. B. McDonald, Superintendent of Grounds & Buildings at Stanford on the Construction of Angel Field.
11. Typical letter by Herbert B. Foster re-construction of Running Track at George C. Edwards Fields.
12. Letter by Herbert B. Foster to Games Committee and Referee of National Collegiate Athletic Association, Berkeley, June 7, 1937, re-verification of measurement of field and track.
13. Layout of athletic ffields, various courts, hurdle design, pits for shot put, hammer throw, etc., baseball field layout, layout at plate, badminton, tennis volley ball, etc. courts, etc.
14. Notes from Mrs. Chita Fry re-notes on California Memorial Stadium development.





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In the second section, the author outlines the various methods used to collect and analyze the data. This includes both primary and secondary data collection techniques. The primary data was gathered through direct observation and interviews, while secondary data was obtained from existing reports and databases.

The third section details the statistical analysis performed on the collected data. It describes the use of descriptive statistics to summarize the data and inferential statistics to test hypotheses. The results of these analyses are presented in a clear and concise manner, highlighting the key findings of the study.

Finally, the document concludes with a discussion of the implications of the findings and offers recommendations for future research. It suggests that further studies should focus on exploring the underlying causes of the observed trends and developing strategies to address them.

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In addition, it is crucial to review the records regularly to identify any discrepancies or errors. This proactive approach helps in catching mistakes early and prevents them from escalating into larger issues. Consistent monitoring also aids in understanding the overall financial health of the organization.

Furthermore, the document highlights the need for clear communication between all parties involved. Regular meetings and reports should be used to keep everyone informed about the current status and any changes that may occur. This fosters a collaborative environment where everyone is working towards the same goals.

Finally, it is essential to ensure that all data is stored securely and backed up regularly. This protects the information from loss due to hardware failures or cyber threats. Implementing robust security protocols is a key component of any successful record-keeping system.

By following these guidelines, organizations can ensure that their financial records are accurate, secure, and easy to manage. This not only improves operational efficiency but also provides a solid foundation for strategic decision-making.

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# WILLIAM T. THOMAS

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The third section details the results of the data analysis. It shows a clear trend of increasing activity over the period studied. The data indicates that the majority of transactions occur during the middle of the day, with a significant peak in the afternoon.

Finally, the document concludes with a series of recommendations based on the findings. It suggests that the current processes are largely effective but could be improved by implementing more robust data security measures. Additionally, regular audits should be conducted to ensure the accuracy of the records.

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