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Robert M. Underhill

UNIVERSITY OF CALIFORNIA LANDS, FINANCES,
AND INVESTMENTS

With an introduction by
James H. Corley

An Interview Conducted by
Verne A. Stadtman, University Centennial Editor

Berkeley
1967



Robert M. Underhill, while Assistant Comptroller of UC.
Los Angeles, 1925 (approximately)

CAL MONTHLY
September, 1988



WILLIAM H. REGAN

With the death of Robert Underhill on July 23, 1988, the University of California lost the second of the two great architects who designed and executed its rapid growth during the period from 1920 to 1960. The other was Robert Gordon Sproul, whose colleague Bob Underhill was for many years. Bob received his bachelor's degree from Berkeley's College of Commerce in 1915. He became assistant accountant in 1919, rising to treasurer and secretary of the Regents of the University of California from 1933 to 1963, when he became emeritus. The regents entrusted him with a variety of managerial tasks, including business supervision of the University's participation in the Manhattan Project. At the other end of the scale of his duties in the 1930s was personally signing the employment contract sent to each faculty member on July 1. Bob's financial shrewdness and versatility also led to advantageous acquisition of large tracts of land for the UCLA, Davis, Irvine, and Santa Barbara campuses, to the accumulation of a big portfolio of stocks for the University, and to many other successful business transactions for it.

Bob was quick-witted, lively, irrepressible, and had a bubbling sense of humor. He was tremendously energetic and hard-working. Bob is remembered, by those who were rash enough to challenge him, as a relentless but affable player of dominoes and cribbage. He was a gifted raconteur, he had a phenomenal

memory, and he loved to tell anecdotes of his feats on behalf of the University. Rather than dilating on the details of his long career, I shall repeat a few of his stories.

One of his favorites was an account of an attempt, at a conference in New York, to wrest business control of the new Los Alamos Laboratory from the University at the time of inception of the Manhattan Project. Bob's response to this challenge was to offer to walk out of the meeting, and to withdraw from the project, unless the University's terms were met. His opposition collapsed. Bob was presumably the only person who was invited to the first atomic explosion at Alamogordo in New Mexico in 1945—and who declined the invitation because of a prior commitment. (This was to a meeting of naval authorities.)

Another of Bob's anecdotes concerned his purchase of several hundred acres of the Davis campus from an adjoining ranch. The lady who owned the ranch was deadlocked in negotiations with Bob, and he refused to increase the price offer. A short adjournment was called, during which Bob asked Ira Smith, the comptroller at Davis, to make a quick estimate of the value of crops growing on the property. Bob then added one quarter of the value of the estimate to the money he was offering for the purchase, and the revised offer was immediately accepted by the owner.

Bob ran the patent department of the University "out of his back pocket," so to speak. One of his involvements arose from the discovery of the synthesis of a vitamin, pantothenic acid, in 1940 on the Davis campus, in a project by two junior faculty members, who did not know enough to withdraw from competition by two junior faculty members who did not East, Merck and Hoffman-La Roche. The patent application led to a three-way interference, resolution of which seemed hopelessly bogged down. Bob cleared up the dispute in a brisk conversation with the president of the Research Corporation in New York City, who was representing one of the other parties. It was decided that the royalties would be divided, and the University of California received a lucrative share of them.

Bob married Grace Partridge in 1918. They had two daughters, now Mrs. Jean Bruce and Mrs. Marjorie Foote; five grandchildren; and four great-grandchildren. Grace died in 1980, and Bob married Mary Geneva Hoke, who survives him, in 1981.

—Thomas H. Jukes,
Emeritus Professor of Biophysics

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PREFACE

Under a grant from the University of California Alumni Foundation, the Regional Oral History Office has been conducting a series of interviews with persons who have made a significant contribution to the development of the University of California at Berkeley. A list of University History interviews follows, including an earlier group which had been conducted in cooperation with the Centennial History Project, directed by Professor Walton E. Bean. The Alumni Foundation grant made it possible to continue this University-centered series, of which this manuscript is a part.

The University History interviews have benefited greatly from the expert advice and assistance of Richard E. Erickson, Executive Manager of the Alumni Association; Arthur M. Arlett, Intercollegiate Athletic Coordinator for Alumni and Public Relations; and Verne A. Stadtman, Centennial Editor.

The Regional Oral History Office was established to tape record autobiographical interviews with persons prominent in recent California history. The Office is under the administrative supervision of the Director of the Bancroft Library.

Willa Baum
Head, Regional Oral
History Office

15 July 1968
Regional Oral History Office
Room 486 The Bancroft Library
University of California
Berkeley, California

Interviews in the University History Series which have been completed by the Regional Oral History Office. These are listed in order of completion.

OLD SERIES

Shields, Peter J.	<u>Reminiscences.</u> 1954
Woods, Baldwin M.	<u>University of California Extension.</u> 1957
Stevens, Frank C.	<u>Forty Years in the Office of the President, University of California, 1905-1945.</u> 1959
Birge, Raymond Thayer	<u>Raymond Thayer Birge, Physicist.</u> 1960
Chaney, Ralph Works	<u>Ralph Works Chaney, Ph.D., Paleobotanist, Conservationist.</u> 1960
Porter, Robert Langley	<u>Robert Langley Porter, Physician, Teacher, and Guardian of the Public Health.</u> 1960
Treadway, Walter	<u>Correspondence and Papers on Langley Porter Clinic.</u> (Bound into Langley Porter interview.)
Waring, Henry C.	<u>Henry C. Waring on University Extension.</u> 1960
Neuhaus, Eugen	<u>Reminiscences: Bay Area Art and the University of California Art Department.</u> 1961
Sproul, Ida Wittschen	<u>Duty, Devotion, and Delight in the President's House, University of California.</u> 1961
Hutchison, Claude B.	<u>The College of Agriculture, University of California, 1922-1952.</u> 1962
Merritt, Ralph P.	<u>After Me Cometh a Builder, the Recollections of Ralph Palmer Merritt.</u> 1962
Mitchell, Lucy Sprague	<u>Pioneering in Education.</u> 1962
Neylan, John Francis	<u>Politics, Law, and the University of California.</u> 1962
Richardson, Leon J.	<u>Berkeley Culture, University of California Highlights, and University Extension, 1892-1960.</u> 1962
Lessing, Ferdinand D.	<u>Early Years.</u> 1963
Olney, Mary McLean	<u>Oakland, Berkeley, and the University of California, 1880-1895.</u> 1963
Pepper, Stephen C.	<u>Art and Philosophy at the University of California, 1919 to 1962.</u> 1963

Wurster, William Wilson College of Environmental Design, University of California, Campus Planning, and Architectural Practice. 1964

Lenzen, Victor F. Physics and Philosophy. 1965

Meyer, Karl F. Medical Research and Public Health. In Process.

NEW SERIES

Interviews fully or partially funded by the University of California Alumni Foundation.

Cross, Ira Brown Portrait of an Economics Professor. 1967

Cruess, William V. A Half Century in Food and Wine Technology. 1967

Davidson, Mary Blossom The Dean of Women and the Importance of Students. 1967

Hamilton, Brutus Student Athletics and the Voluntary Discipline. 1967

Wessels, Glenn A. Education of an Artist. 1967

Blaisdell, Allen C. Foreign Students and the Berkeley International House, 1928-1961. 1968

Evans, Clinton W. California Athlete, Coach, Administrator, Ambassador. 1968

Ebright, Carroll "Ky" California Varsity and Olympics Crew Coach. 1968

Hays, William Charles Order, Taste, and Grace in Architecture. 1968

Lehman, Benjamin H. Recollections and Reminiscences of Life in the Bay Area from 1920 Onward. 1968

Underhill, Robert M. University of California Lands, Finances, and Investments. 1968

Corley, James V. Serving the University in Sacramento. In process.

Dennes, William R. Philosophy and the University Since 1915. In process.

Donnelly, Ruth In process.

Johnston, Marguerite Kulp In process.

Towle, Katherine In process

Witter, Jean In process.

INTRODUCTION

The graduating class of 1915 had many famous leaders. Few served the University of California for so many years so devotedly and so well as Robert M. "Bob" Underhill. He was a member of the now famous Abracadabra Fraternity, an independent or local fraternity, like Bob himself, who was one of the most independent, forthright, and hard working (for the welfare of the University) members of the University Administrative Family.

Bob Underhill had to overcome hardships that few people knew about--particularly his eyes--having recently had two successful cataract operations he now sees better than at any time in his life. He always wore heavy glasses but they never hampered his efforts to obtain his goal, and his progress and accomplishments as a student and for the University of California were evidence of his energy, tenacity, and determination to succeed.

Bob's confidence, positive attitude and determination soon won him the confidence of the President and the Regents; and more responsibility was assigned to him to serve the University in many important capacities. He served in the following capacities: Accounting Clerk, Business Manager, Assistant Comptroller, Secretary of the Regents, Land Agent, and Treasurer of the Regents. He was an officer of the Board of Regents for thirty-six years. His duties included preparation for the weekly meetings of the Finance Committee and arranging the agenda for the meetings of the Board of Regents, also guiding and recording the proceedings of this very important

function of the University. All documents (contracts, leases, sales of property) were signed by the Secretary of the Regents.

As Land Agent, most land sales and purchases were negotiated by Bob Underhill--for new campuses, field stations, sales and management of lands coming to the University through gifts and endowments. In addition to the above he managed a water company, several ranches and farms held in trust.

As Treasurer he was trust officer of the University, responsible for the investment of funds and the handling of trusts. All money collected by the Comptroller was deposited to the Treasurer's account for his management and investment. Endowments in Underhill's era in the University amounted to \$11,700,000 (book value) in 1927 and increased to \$219,951,000 (market value) in 1965. It has been said by many experts on investments that the University of California portfolio was one of the finest in the country.

During the war years Bob Underhill negotiated the Atomic Energy Contract for research and development, and set up management procedure, in cooperation with the Comptroller's staff, for the management of property. Purchasing, accounting, and much of this program was under security condition. Special commendation came to him not only from the military, with an Army and Navy "E", but in special recognition by the AEC and, by the Regents, with an Honorary Degree.

He has been thoroughly devoted to the University, full of energy and confidence, fearful of no man or beast, quick to get

seasick or airsick, but a real team man in the building of the University of California from 1922 to 1963.

James H. Corley
Vice President--Governmental
Relations and Projects, Emeritus

15 December 1967

INTERVIEW HISTORY

Robert M. Underhill was interviewed for the Regional Oral History Office as part of a series on the University of California at Berkeley.

Interviewer: Verne A. Stadtman, University Centennial Editor; editor of The Centennial Record of the University of California; supervising editor of Fiat Lux; The University of California, A Pictorial History, by A. G. Pickerell and May Dornin; author of The University of California, 1868-1968; and formerly managing editor of the California Monthly.

by Ansel Adams

Mr. Stadtman was engaged in gathering information for the writing of a centennial history of the University. He intended to interview Mr. Underhill for his own information, and volunteered to do so in much greater detail and depth than his own needs dictated in order to preserve Mr. Underhill's reminiscences as a substantial part of the University History series of the Regional Oral History Office.

Mr. Stadtman first met Mr. Underhill when they were introduced by Vice President Earl Bolton in the course of a flight they all made to Washington, D.C., early in 1964.

Time and Setting of Interviews: June 14, June 20, June 27, July 11, July 18, July 25, August 1, 1966, and September 16, 1967.

All interviews were held in the office of Robert Underhill in University Hall. Each session lasted approximately one and a half hours. The only persons present were Mr. Underhill and Mr. Stadtman.

Conduct of the Interviews: Detailed questions organized on a chronological-topical basis were submitted to Mr. Underhill several days before each interview. Both he and Mr. Stadtman referred to the outline as the interviews progressed. As the interviews progressed, it was clear that Mr. Underhill had done his "homework" giving the questions to be discussed careful thought. His responses were quick, full, and candid, and he seldom requested that his remarks be made "off the record."

Editing: Following the seventh interview, held August 1, 1966, the tapes were transcribed in the Centennial Publications office and turned over to the Regional Oral History Office to be chaptered. The verbatim transcript was then turned over to Mr. Underhill for his checking and approval.

Mr. Underhill went over the material very carefully, checking for the accuracy of his statements. He did not formalize the transcript which in final form remains almost like the spoken interview. In addition to checking and correcting, Mr. Underhill added several pages of written information, some in response to written questions and some on matters he felt had been omitted or covered in insufficient detail. These written additions have been so indicated in the final copy.

There were still some matters which needed further discussion and a year later, September 16, 1967, Mr. Stadtman returned to Mr. Underhill's office for a wind-up session and this is included at the end of the transcript.

Mr. Underhill donated sufficient copies of selected photographs to illustrate all the copies of the interview.

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FAMILY BACKGROUND

[The following material was answered in writing by Mr. Underhill at the time he corrected the transcript of the interviews.]

Question: Can you tell something about your childhood, the location of your home, your father's and mother's name, and your family background?

Answer: My family background and home, about which you inquired, could be briefly stated as follows:

I was the third child in my family, my parents having been George L. Underhill and Louise Devoe Underhill of San Francisco. My father was born in Stockton in 1860 and my mother in a house on Powell Street, an area which is now on the edge of Chinatown, in 1859. My father's father was a judge in one of the lesser courts in Watertown, New York, a small town near Troy. He came to San Francisco in the middle or late fifties and settled in Stockton where he practiced law, at one time representing the Southern Pacific Railroad in certain matters. His second wife, my grandmother, died shortly after my father was born. My grandfather moved back to New York State two days before I was born, and I never saw him.

Answer: My mother's father, Henry L. King, came around the Horn from New York on a sailing vessel and landed in San Francisco in 1849. He, like many others, was coming to find gold, but he never found any as far as I know. His wife and three children, who were older than my mother, came to California in 1855 by way of the Isthmus of Panama. Mr. King continued with his former activities as architect, contractor, and builder, and became the main builder for William C. Ralston and many of the other prominent San Franciscans in the early days. He was the contractor who built the original Palace Hotel and many other buildings in San Francisco. When my mother died at the age of ninety-four I found the original plans of the Palace Hotel, which I sent to the Society of California Pioneers, of which my grandfather was a founder. Although he died before I was three years old, I do remember him. I have two older brothers, Colonel Lewis K. Underhill, U. S. Army, retired, and Lt. General James L. Underhill, U. S. Marine Corps, retired; and a younger sister, Leslie, Mrs. E. W. Lockwood.

The family home was always in San Francisco except for a very few months during my infancy. All of us went to the public schools in San Francisco and the four

Answer: children of the family all graduated from Lowell High School, then came to and graduated from the University of California. The elder brother, Lewis, graduated in 1908, James in 1913, I in 1915, and my sister in 1917. The members of our family have degrees from Berkeley, San Francisco, Santa Barbara, and Riverside. The family has continued its attendance at the University of California for many years, each spouse but one having graduated from the University of California. My wife, the former Grace Partridge, was a graduate of the Class of 1916. One daughter graduated from the Nursing School at UCSF and the other at Riverside. By October there will be three of our grandchildren at UC, two at Berkeley and one at Santa Cruz.

[End of written answer.]

Interview 1, June 14, 1966

COLLEGE DAYS, CLASS OF 1915

Entering UC--A Compromise Proposal

Verne A. Stadtman: To just start out, could you tell us where you came from when you came to college in 1912 and what the circumstances were?

Robert M. Underhill: I came to the University of California from San Francisco, after graduation from Lowell High School, to which my brothers and younger sister went also.

I entered in January, ¹⁹¹²~~1908~~, six months behind my class. Peculiarly, despite the fact that afterwards I practically spent my life at the University, I did not want to go to college. The main reason was that I was somewhat of a business operator as a youngster and was always in some kind of an activity of a financial nature, as might be expected from my later life, and I had a number of openings which I thought were attractive as a high school senior, and therefore preferred to go into business instead of to college. However, my mother was a widow, my eldest brother had graduated in 1908, my other brother was in college, and my mother insisted that I go to the University then because if I did not I would probably regret it the rest of my life.

So I came into the University with some advance credit

RMU: because I had tried to enter six months before by taking the entrance examinations, did take a good many of them, and passed all but one that I attempted, some of these being in subjects that I had never looked at except for the four days of preparation for the examinations. I went back to high school for six months and probably was no asset to the school because I had too much time on my hands. However, I entered college and finally made arrangements with my mother whereby I would go for two years and if I wanted to leave at that time was free to do so. Being somewhat of a dealer, I suppose in those days, I then compromised, or suggested a compromise, that if I could make the junior certificate in a year and a half, could I stop then. This was acceptable and I came to college and being determined to get out as fast as I could, I made a rather peculiar arrangement, perhaps entirely improperly, to take twenty-one units the first semester, whereas sixteen was the only allowable amount. Having passed these with creditable grades, I took twenty-two and a half the second semester to the shock of my advisers, but got away with it and after that I was pretty much on easy street with very little extra strain. When I got my junior certificate in a year and a half I showed it to my mother and she said nothing about the matter, but I asked her if I could remain in college and said she was right in insisting I go to UC.

Abracadabra, House Clubs, and Fraternities

VAS: This strange arrangement in your freshman year--is this the thing that kept you out of a fraternity the first year?

RMU: I do not believe this kept me out of a fraternity that particular year. I don't think I had any interest in it whatsoever and also, on the other hand, I wasn't invited to join any except one that I was importuned to join, but it was an organization where everyone was expected to study for a legal profession and you had to at least register for pre-legal. Some of my friends suggested that I register pre-legal and then switch in six months and go back to what I wanted, which was the College of Commerce. Somehow or other I didn't like the idea and wasn't particularly interested in the group, but, strange to say, I'm now a member of it because my organization, Abracadabra, joined with it and I was the one representing Abracadabra that arranged the consolidation with Delta Chi. But I did not want to go into law. I wanted to go into business and wanted to go back to work and there wasn't any use fooling around and saying I was going to be a lawyer, which I had no intention of being. My brother was a member of Abracadabra. Probably the fraternity had no interest in me for one reason or another; I had no interest in it particularly and I lived in San Francisco so

RMU: it was no great strain, even to get up at six o'clock every morning and catch the seven o'clock ferry to Berkeley, eat my breakfast on the ferryboat, get into my military uniform, go to my classes, finish up gymnasium about quarter to six, and get home by seven-thirty. I didn't regard this as any strain.

VAS: What was your brother's name?

RMU: This brother was James L. Underhill, who is a retired Marine Corps general. He was in the '13 class. That's my second brother.

VAS: Wasn't this also Sproul's class and fraternity?

RMU: Abracadabra was Sproul's fraternity, yes.

VAS: And he was a classmate of your brother's?

RMU: Yes, '13 class. I joined the fraternity of 1912 after one semester in college. I maintained I was a full-fledged sophomore and disregarded the freshman year, of which I only had one semester.

VAS: Is there any importance to be attached to the fact that this was called a house club rather than a fraternity?

RMU: I don't believe there was any importance to that. The main real difference, I presume, between the house clubs and the fraternities was the house clubs were all local, there were no other chapters. Our organization had many discussions during the period when I was in college as to whether we should, as they say, "go national," and this was always continually voted

RMU: down. We were on our own and perfectly happy to be so and I don't think there was any great distinction except socially. I think some of the sororities didn't invite the majority of the house club people to their annual dances or their big social affairs, because we were not apparently among the social elite.

VAS: Were these in any way comparable to what co-ops are now, or were they more akin to what?

RMU: They were exactly like a fraternity in every respect except they had no national arrangement. Our agreement with the organization we joined bound us to that organization, not to any other, and I think our whole attitude and spirit was probably the same as a fraternity. From my recent connection in a national fraternity because of this consolidation I can't see any difference.

VAS: What about this legislative concern in 1915 with fraternities on the campus? Do you remember that at all?

RMU: I don't remember anything about that. As a matter of fact, that was my last semester in college, if you're talking about the spring of '15, which I suppose you are. At that time I attended classes on Monday and Wednesday. I had no classes on Tuesday or Thursday and cut all my classes on Friday to go to the Exposition, so what was going on on the campus was not very much a concern of mine at that time.

VAS: Right. There was no incident or anything that you recall . . . ?

RMU: I don't recall anything about it. Of course, I lived in the fraternity house except over the weekends and in my last semester on long weekends, say from Thursday to Monday, I was back home in San Francisco.

Student Store Committee

VAS: All right. Now you were the student member of the [ASUC] Store Committee in your senior year?

RMU: No, last two years. That was a rather peculiar arrangement. Somehow or other, the Abracadabra organization had had a member of that store committee for perhaps two decades and it was suddenly discovered that there was nobody running for election as a director of the store in my junior year, so, I think started by Bob Sproul and some other fellows in the house, they decided they had to have a member of Abracadabra on that board and keep up this great tradition; so they went out and got a lot of write-ins to put my name on the ballot. Nobody ever heard of me on the campus, I'm sure of that, but there were so many write-ins and Sproul and all his friends marched everybody to the polls and I got more votes than anybody who was a regularly nominated member.

VAS: Now, this Abracadabra interest in the store, then, existed before it was taken over by the ASUC?

RMU: Yes, it was taken over by the ASUC during my time as director, so this had been going on for perhaps twenty years, fifteen years.

VAS: What was the operation like before the ASUC took it over, during your period?

RMU: The general practice was for a student, if he wanted to, to buy a one-dollar membership in this Student Co-operative Society, as it was called. This gave him the privilege of getting a refund at the end of the year on all his purchases, as the store made some money, and among my peculiar habits, I used to buy these cash tags from other fellows for five cents on the dollar and turn them in at the end of the year for ten cents a dollar. I thought it was a pretty good investment. And I didn't think that being a director had anything to do with a conflict of interest. I hope you don't mind some of these side remarks.

At the end of the junior year, the student body seemed to think that there was no reason to have a separate enterprise and there was an election by the ASUC as to taking it over. I presume there must have been an election by the members of the Student Co-operative Society to be taken over, but that election on the part of the student members I

RMU: don't recall. Probably it was done by the directors and transferred. Nobody got any money out of it except the refunds and these refunds continued for some time, even under the ASUC arrangement. I was continued in the senior year as a member of the ASUC Store Committee, to which I had been a director the year before.

VAS: Now, you were identified as a student member. Were there non-students on this committee?

RMU: President of the student body, the graduate manager, and there was a faculty member. There were four student members, two juniors and two seniors, to start with. I think that continued in the senior year, at least there were two seniors; because I was one of them, and the general manager of the student body, who was then William G. Donald, later on a physician and University physician for men and head of the infirmary. He was then the graduate manager. Another member was Matthew Lynch, who was a faculty member, professor of law.

VAS: Was there any particular controversy associated with the changeover? Was it a big fight or was it fairly routine?

RMU: I think it was a routine matter and as best I recall, the directors voted themselves into the ASUC, and in fact that's what we were, and the student body, or the student body council decided to take it over. It was no financial transaction, nobody owned anything, your dollar membership just gave you the

RMU: privilege of getting the refund.

Cadet Corps

VAS: What about now changing the subject over from that to the cadets.

You were captain in your senior year, right?

RMU: Yes.

VAS: And, what was the corps like then?

RMU: The cadet corps, based upon the compulsory military training, had fifteen infantry companies. There were no other units except there was a mounted detachment, which was formed when I was a junior by some of the wealthier fraternity boys from I believe the Psi U's and Betas and a few others who were willing to rent a horse. They had mounted drills, but there were only about twenty or twenty-five members. The rest of us were all infantry. It was divided into three battalions; the first battalion was composed of sophomores who were not promoted to be corporal with the usual complement of corporals and sergeants and commissioned officers. The other companies were all freshmen, with the exception of the non-coms and the officers. There was a battalion commander in each case, hired by the University, and the commandant of cadets was at one time Colonel Edward M. Lewis, later a lieutenant general in the army,

RMU: and later Colonel John T. Nance, who was a retired cavalry officer. The first battalion, which I was in as a senior, was commanded by Lieutenant Colonel Dickey, who, I imagine, had a title in the University cadets. I don't think he had any army connection or national guard connection. I was on his staff for one term as a sergeant-major, at which time I even rented a horse, although I wasn't wealthy, because I preferred to ride instead of walk out to Thousand Oaks or Arlington for ~~the~~ two half-day drills a semester.

VAS: How often were those held, those drills out in Thousand Oaks?

RMU: The first plan, before they had these half-day drills, was that everybody drilled on Monday, Wednesday, and alternate Fridays unless they were saved by rain, and the every alternate Friday was the University meeting, and if it rained nobody had to go and that was a great joy to everybody except the officers. The commissioned officers had to go to a class and listen to Colonel Nance give lectures of a kind. Then, in the junior year, they cut out the alternate Friday drills and two half-days a semester were given to a march and a sham battle up in wild oat patches in Arlington and Thousand Oaks, so we walked out there and had to deploy for so-called skirmishes and attacks, various things going on

VAS: That area was not completely built up at that time?

RMU: No, nothing out there at all, just streets and weeds. We walked one hour, I would say, out by Solano and the Alameda and then another time we went up in the area towards Grizzly Peak, but not quite that far up. We were in the Thousand Oaks and the Arlington districts.

VAS: This was for sham battles.

RMU: Yes, and long marching and different kinds of things you couldn't hold on the campus.

VAS: Was the student attitude toward this just about what it has always been?

RMU: There was no agitation as I can remember about getting out of the thing. It was just a necessary evil and nobody paid any attention to it. It was not resented, I think, by the freshmen. It was always resented by the sophomores, who had no ambition to try to be a corporal or sergeant or go on and get a commission and the sophomore companies were a rather unruly lot. I had one of them, the biggest one of the regiment, and they were very unhappy about having to drill, but there was never any petitioning or agitation to abolish the practice. I think it was regarded as compulsory and evil and couldn't be avoided and therefore do as little as you can if you're a sophomore and perhaps as an eager freshman pay attention to business.

VAS: This was a little too early for the European situation to have affected any of the attitudes towards this, wasn't it?

RMU: I don't believe even the fact that the war in Europe broke out in 1914 had any real effect. Of course those who decided to go on and take the last two years and become cadet officers, if they were so appointed, probably had more interest in the situation and may have had some thought that the United States might get into it, although I never remember this being expressed. Generally these fellows went into the service afterwards. I couldn't because I had an eye defect. I couldn't pass the test.

The Honor Spirit

VAS: I want to talk about the honor spirit, because that was going strong when you were here, was it not?

RMU: I believe the honor spirit was respected by the great, great majority of the students. I don't think I ever saw anybody cheating. I have seen people get up and walk out when they knew they were going to fail a final examination. I don't think I ever saw anybody cheat. There were a few cases and they were rather summarily handled by a student affairs committee. I think a few people got expelled from the University

RMU: by the recommendations of the students themselves.

VAS: This was a senior committee?

RMU: Yes. And I think the honor spirit was really respected.

In many an examination I attended the professor paid no attention. He wandered around reading a book at the back of the room. He didn't stand there and watch what we were doing. Of course I was pretty busy watching my work myself.

VAS: Did you feel the pressure of the honor spirit particularly, you and the other fellows you knew?

RMU: Well, it may be a statement I shouldn't make, but I never had any worry about my examinations, so the pressures of the honor spirit meant nothing to me whatsoever. I had done my homework, I was going to pass anyway, at least I thought I was. I mean I don't think that I ever desisted from looking at somebody else's notes or whispering to them because I was afraid of the honor spirit. I decided to mind my own business. I was always brought up that way and I had no intention of cheating. I don't want any credit for this, but I don't think the honor spirit had any effect on what I did. It just . . . never occurred to me that I should cheat.

VAS: In other words, you didn't observe it as a force?

RMU: I would have had a good deal of disrespect for the fellow that cheated, but I never felt any force on my back.

VAS: As a part of the honor spirit, were you supposed to rap a pencil, or something like that, if you saw cheating in progress?

RMU: I think you were supposed to report them. But I minded my own business and never saw anything and I don't know what I would have done if I'd seen one. I think I probably would have minded my own business. I don't think I would have reported him.

The Exposition of 1915

VAS: You mentioned earlier that you went over to the Exposition in your senior year quite frequently. What were you doing over there?

RMU: Well I thought it was better than going to classes one day a week. For one thing, I didn't think I had to go to class on Fridays and my home was in San Francisco. I had a season ticket to the fair which permitted me to go every single day of the 188 they had it. Of course I didn't go the 188 days--but I'm sure I went 100 times. I was interested in the exhibits. Maybe like the rest of the people I'd just as soon cut a class now and then. I think I was interested in everything over there and it was handy to my home and I

RMU: was getting along all right in college so I didn't have to pay attention to some of these lectures.

VAS: Was there University participation in the fair?

RMU: The only participation I can remember in the fair was a military parade. They took us over in a ferryboat and landed the cadet corps at the Ferry Building and marched us up Market Street and then up Van Ness Avenue into the fair grounds, through the fair grounds and back on the ferryboat over across the bay. The only thing we saw of the fair was what we could have glanced out of the side of our eyes when we were walking at attention. I don't remember the University had any part of the fair except this street parade, in which I was a company commander.

VAS: They didn't have any exhibit or anything like that?

RMU: I don't remember any University exhibit, and I covered that fair pretty thoroughly.

The only other influence the fair had on us--our senior extravaganza was set in part as a street scene in the amusement center in the fair. That was one act in our extravaganza, so it had some little influence. Of course probably every student visited it occasionally.

Some Faculty Members

VAS: I want to take up some people now. We mentioned in the outline specifically Henry Morse Stephens. Do you remember him?

RMU: I took a class, freshman history, from him. It was a big, big group in 101 Cal, or whatever the number of that big auditorium is in the north end of California Hall. I suppose it had 400-500 seats. He lectured to us. I never met him but once. The sections were run by teaching fellows or section leaders or teaching assistants, whatever you call them. Mine was run by a man named Karl. C. Læbrick, who later became president of a college in the Midwest and now heads a boys' school in Hawaii.

VAS: Do you have any comments on the teaching assistant system? How did students feel about it then?

RMU: In some departments there were section leaders with whom the students in large lower division courses met once a week in small groups to discuss the previous lectures and to answer questions. I can only recall one of these sections. I presume this was the start of the TA system. I don't recall any special reaction to the system. It undoubtedly helped where the students in very large classes could not have frequent or perhaps any contact with a professor in

RMU: courses such as basic European history, elementary political science, or beginning economics.

VAS: You were talking about Henry Morse Stephens before I asked about the TA system.

RMU: Yes. I remember Stephens' lectures. Up to that time I never had any real interest in history, but he was a great lecturer and he gave you a great deal of background interest.

The only time I ever saw him, he was invited to our fraternity for dinner one night. We had faculty members to dinner there and the myth got around that he smoked five-cent cigars, Owls, so-called that day. So whenever we had a faculty party or faculty dinner, the organization went overboard and bought a box of good two-for-a-quarter cigars, but that night, in honor of Henry Morse Stephens, they bought some of these Owls to pass around, but Stephens took a good cigar out of his pocket and the boys had to smoke the Owls. That's all I remember of any contact I ever had with him. I'd seen him around but I never met him other than on that one occasion.

VAS: You were in the College of Commerce. Who were some of the professors there?

RMU: The men I took courses from mainly were Lewis Lilly, who later became a CPA with the predecessor firm of Haskins and Sells; Henry Rand Hatfield, who was a professor of

RMU: accounting. I took several courses from him, in all of which I got first grades, but all of which didn't do me any good as far as he was concerned because he turned me down on a recommendation as an assistant accountant with the University on the theory that he didn't think I wanted to be an accountant and probably was right. But he was a good friend of mine.

Stuart Daggett taught a course in transportation, railroading particularly, and he didn't even mention the unheard-of truck companies, with which I'm very much concerned now as a director of one.

Carl Plehn, I would say, was the man with whom I took more courses if it could be said I concentrated on anything. I did take all his statistics courses and his course in public finance, not knowing at that time that that was probably where I was going to end. It was my major subject. The only professor that has still survived teaching me is Ira B. Cross. All the rest of them are gone. I guess I was too much for the rest of them!

VAS: How old was Cross then? He must have been just getting started.

RMU: I think he was probably an associate professor. I took money and banking from him. I can't remember who gave me the course in investments. The book, I remember, by Chamberlain, indicated that practically any bond was a gilt-

RMU: edge investment and stock investment was a kind of risky operation. Perhaps the fellow ought to rewrite his book again now. These were some of the professors I knew.

I had some courses in pre-legal work which I followed partly along the way, thinking I might switch into law, and I took some courses in mathematics and a few courses in science. Lincoln Hutchison was one fellow from whom I took some courses. But my main field was in economics and I think I took all the courses in economics then offered, with the exception of the ones in social economics and labor relations. I started one course in labor and got bored. I had plenty of units so I quit. But Daggett, Hatfield, Plehn, and Cross, I regarded them all as good friends.

Plehn was the one with whom I was supposed to take my honors work. I found out in the Daily Cal one day that I was a candidate for honors so I asked him what this meant. He said, "Well, you have to write a thesis, so what do you want to write on?"

I told him I was interested in a field of public finance, so he suggested nine books. I got and looked at them. He called me up to check on how I was getting along. He said, "What are you going to write on?"

I gave him the restricted subject and asked, "By the

RMU: way, how much should I write?"

"Oh, about 150 typewritten pages, unless you want to go into the matter thoroughly."

He called back about two weeks later and asked me how I was getting along. "Oh," I says, "fine." When I decided I had to write 150 pages, I took all the books back to the library. I'm going to graduate with the boys. I didn't think it was worthwhile.

VAS: What did he say to that?

RMU: Well, I think he was a little startled, but I knew I was going to pass his course. I knew I was going to graduate, so why should I do all that work? In other words, I just had no great burning desire for honors. I wanted to graduate and go back into business.

VAS: Did you ever do the honors thesis?

RMU: No! I think you'll have to excuse some of these digressions of mine.

VAS: It's all right. Oh, they're great. That's part of it. President Wheeler, do you remember him from your student days?

RMU: I met him once, and that was only when I was delegated by the fraternity to invite him to come to a faculty dinner. I guess I was in the room about five minutes when I invited him. We set up a satisfactory date and then I got out. I had no reason to avail myself of the student hour. I didn't think I had any ideas on how the University ought to reorganize--quite different

RMU: from some of the students today. I didn't think I had to tell him anything. He was doing all right, far as I could see. I only met him then and met him at the house that night. I don't remember sitting next to him or having any real contact with him. I'd see him on the campus quite a bit as he was walking around or riding his horse, and I would see him at the annual President's military review, in which I of course as a member of the cadet corps had to take part. I never was very close to him.

VAS: Did he impress you as a very formal man when you went to ask him for dinner?

RMU: I would say that dignity was there, very quiet and very formal. Of course, I had nothing in common with him, so I didn't see any reason why I should stay around and bother him. He had things to do and so did I.

VAS: There are some references to the fact that his health began to fail just about this time. Were you aware of this?

RMU: No, no I don't think the students would have any particular thought of that. He was still President of the University when I came back to work for the University in 1918, and I saw him going along the hall once or twice, but I didn't see anything more of him. Never met him then.

VAS: Was he as difficult to see, because of his being busy, as the President is these days?

RMU: Well, I don't know that, since I made no attempt to see him

RMU: and nobody ever commented about that. I don't think the youngsters took this business of going in and telling the President how to run the University very seriously. I did meet him one other time, I'd forgotten. His son, Benjamin Webb Wheeler, was a member of my class, and when we graduated, they had a little party for the seniors in the basement of the President's House, now the Chancellor's House, and I think that was only because the son was a member of the class. I knew the son pretty well. I met President Wheeler and his wife then, just shook hands with them, but I didn't have any conversation with them.

VAS: Were there any other people that you came in contact with then? Did you have anything to do with Barrows at all during your student years?

RMU: No, except to attend his sophomore political science course. I saw a good deal of Barrows in the years 1919-1923. But, never as a student. I took this course from him; I don't think I ever met him when I was a student. I did know him in my early administrative work because of some very peculiar arrangements between the Academic Senate and the Regents and the President, as I was a kind of an uneasy, unwilling, but compelled go-between in some actions that were going on.

Students for Proposition 11

VAS: Now, how about giving me some background, first, Bob, on this amendment 11? What were the circumstances that brought that about? And then if you can just continue and talk about what you did and what the students did.

RMU: This proposition, which you say was number 11, was to get some buildings for the campus which were very badly needed. The legislature didn't seem to appropriate the money for construction as it does now and a number of buildings were then needed--one of them was Wheeler Hall. To get this bond issue voted, enthusiasm was built up among the students and particularly in the Bay Area, where the students might have some effect upon the voters, they were supposed to get out and do everything they could or write letters to home. Coming from San Francisco and having a home over there, I was appointed in my senior year as a district captain. I think every member of my fraternity and a lot of others went over to San Francisco. We manned every polling booth in that assembly district. I know that my mother had all of us for lunch that day and fed the group. Then we went back and passed out propaganda election cards in that particular district. I know we had a pretty good vote in that area. The students were doing this pretty well around the state. I don't think many of them could leave Berkeley to go to

RMU: any distance such as Los Angeles or Sacramento, but they did man the polls around here rather vigorously to try to get that bond issue across. I organized my district in San Francisco.

VAS: What was the date of amendment 11?

RMU: I don't recall, but the ballot of November, 1914 would describe it.

VAS: Was this the one that failed?

RMU: This passed.

VAS: There was a later one that failed.

RMU: I was mixed up in another one later on in Southern California, one of the bigger bond issues, later on.

VAS: We'll talk about that one . . . later.

Landmarks: The Library and the Campanile

VAS: Well, let's . . . tell me something about the buildings. You mentioned that the Doe Library was just finished when you were a student.

RMU: Doe Library was finished and dedicated at Charter Day in 1912, my first semester in college. In connection with the dedication of it and the so-called opening of it they had the Librarian of Congress out here to give the Charter Day address. There

RMU: was no address that could have been as boring as his.

My vivid recollection of this as a freshman--I went, thinking it was the thing to do--was that he gave the author, the title, publisher, the price mark, and the card catalogue number of almost every book he could for an hour and a half. The students were streaming out of every aisle going out of the Greek Theatre. With a few of the other innocent freshman sheep I went down to the front of the Doe Library. Most of the people went home to mind their own business. As far as the students, the library was quite fine, but the dedication was a great big bore.

VAS: How about the Campanile?

RMU: The Campanile was under construction. Nobody paid any particular attention to it, except that the riveting made an awful racket and the classes were somewhat interrupted in North and South halls, where I was taking many of my classes at that time. I don't think anybody cared much; they knew it was going up, and so what?

Recreation: 1912-15

VAS: What about the activities--you mentioned earlier because of the illness in your junior year you didn't go to many student affairs--what did students normally do for recreation in 1912-15?

RMU: There weren't very many intramural playfields. There was a little room where Dwinelle Hall now is. That was the main military drill field. And another one where Barrows Hall is now--that was technically the old football field, Cal Field, they called it, where they could take on some activity. They had the track, for which I tried out as a freshman and was given the forced invitation by Walter Christy, the track coach, to get out of the way and not clutter up the scenery because others could do better and might get a point against Stanford. I wasn't making any headway, so I got my credit and walked off quietly. There was some tennis. But there weren't very many opportunities, nothing comparable to what we have now.

VAS: What about in social things--where did the students hang out?

RMU: The dances, such that took place, were in the old Harmon Gymnasium, and in the women's gymnasium, Hearst Hall, which was about up where the architecture building is now. The other places that they "hung out" were where the sophomores regarded it as a great privilege to sit on North Hall steps, and would "boot" the freshmen off if they got on there, and the upper classmen

RMU: could sit on the bench outside the student store and "pipe the flight." But there was kind of a soft drink joint down on the Northside Hall below--I forget what they called it--and you could go down there and get a Coca Cola, or its predecessor drink or something of that kind or maybe an ice cream cone, but there weren't very many places to "hang out," you might say.

VAS: Where did they go for beer and conversation?

RMU: I was no prohibitionist, teetotaler, but I never went to one of the beer joints down in Oakland.

VAS: But it was down in Oakland?

RMU: Down in Oakland, there was a famous place called Gus Browsey's, which I take it was about on Telegraph and Alcatraz, but I never went there, so I can't give you any information on it. I assure you it wasn't because of any scruples. I just somehow or other was not interested. And also I was very, very restricted in my junior and senior years in what I might do because of this illness I had had. That took me out of every athletic and social event for the period to graduation.

VAS: There was nothing between the ferry and the campus where students stopped off?

RMU: Well, of course, we didn't go on a ferry. We went down to Shattuck Avenue and got the Key Route train. Or the Southern Pacific train. Both of them came along Shattuck Avenue and there was a station right at Shattuck Avenue and University.

RMU: That's where I would get on and get off. There was nothing of interest but a few stores in the first two blocks, and whether there was anything beyond there I can't say. I really don't recall ever going to West Berkeley during this period.

VAS: Right, OK, but I did want to pin down . . .

RMU: As an historian, I'm a kind of a flop.

VAS: That's a matter of opinion. Tell me about Labor Day in 1912.

RMU: They had a program or a tradition that every 29th of February they would do some work around the University of improvement nature. I don't know whether they were all improvements or not. This particular one, in my first semester, was to build a trail or path up to the Big C. All the students got out there, or a great number of them, and I think it was regarded with some enthusiasm. They went up with borrowed shovels and picks (I suppose they got most of them from the Key Route System or some public utility) and dug this path so as to get up to the Big C. Some of the women students came up and had some coffee and donuts or sandwiches to feed the hungry and then about three o'clock in the afternoon there was supposed to be some kind of a dance at the women's gym. I know I didn't go to the dance. First place, I didn't know any women, and the next place, after working all day with that pick and the shovel, I was in no condition to go to any dance anyway.

VAS: It always amazed me that they would have a party after working

VAS: like that all day.

RMU: Well, I never put my mind on it, so I did not go. Anyhow I had no interest in it for the reasons I gave.

VAS: Anything that we haven't covered, Bob--if you think that we haven't said what ought to be said?

RMU: You can have all the time you want. I'm not hurrying you. If you can stand it, I can. I don't see anything more on this list that you want me to go into unless you want some elaboration further on anything I've given you.

VAS: The whole point is, is there anything that you feel that you have more to give me that I inadvertantly, or just out of sheer ignorance and stupidity, didn't ask?

RMU: I have been unable to answer a good manythings that you were interested in because as I said in my junior year I was taken sick and I was allowed by my doctor to stay in college provided I would be in bed by 10:30 every night, never went anywhere where there was any excitement like a dance or football game. I remember the next football game I went to was about two years afterwards and I even took my doctor with me. He felt my pulse while I was getting excited during the game. But this is why I don't know very much about the social life on the campus. I never went to a college dance, except in my senior year I was on the committee for the military ball. I remember taking some girl to this affair. But I turned her over to some other fellow who worked the first half of the

RMU: evening and he did the dancing and took her home and I had to go back to my 10:30 routine. I can't give you very much about the social life of the campus. I didn't take any real part in the political activities of the campus, except that I thought it was good clean fun to form a campaign to throw out whoever was in. There was a clique that was getting elected to everything and so my main purpose was to see if I couldn't get somebody else elected although I didn't give a "hang" who it was. So, as you can see, I started out in life as a kind of trouble maker.

VAS: I see. And you're catching up all the time.

RMU: Huh? Well, I don't know . . . I wasn't in a sit-in and I didn't get arrested.

VAS: OK.

Interview 2, June 20, 1966

JOBS OFF-CAMPUS AND ON

Cashier of the University: Two Months, 1915

VAS: You mentioned, when I was talking to you once before, that you were here in 1915 briefly before you left the University, that you worked here briefly. What was your job then?

RMU: When Robert G. Sproul was appointed cashier of the University in 1914 after a member of the staff had gotten his hand in the till and taken a good deal of money out and therefore, of course, was discharged--Sproul as appointed cashier of the University hired me as a student cashier in registration times in August, '14 and again in January, '15. Then when I graduated in '15 he was promoted to be assistant ^{mp} controller or assistant to the ^{mp} controller, whichever the title was at that time under Ralph P. Merritt, who was the ^{mp} controller and secretary of the Board. So when Sproul was promoted to this position, he called me back, when I was on vacation just after graduation and I was appointed cashier of the University; and I served for two months up on the second floor of Cal Hall during the summer session starting July of '15 and through the fall registration which was in August.

I resigned in September because of a disagreement with Mr. Merritt as to my salary; I claiming that he wouldn't

RMU: pay me what he promised to pay me, which was the great sum of \$125 a month, and he paid me \$100. I claimed I was entitled to \$125; Sproul was the intermediary and he went back and forth and finally Merritt said I hadn't been offered any other job, so \$100 was all right, I hadn't been hurt. I claimed I had been because I had been offered a job as disciplinary officer and commandant of the cadets of the Preston School of Reform at \$100 a month, board and room and a horse to ride, and I claimed that if that wasn't worth the other \$25, I'd eat the horse. So after I left and about a month later on, I got my \$50 back pay, but the real trouble was that they finally said that I could stay and get \$125 a month provided that was my permanent position for life in the University with no raises in salary. I determined I was going to live quite a long time and that I must someday be worth more than \$125. So I quit.

VAS: What was the Preston School of Reform?

RMU: A state correction institution for boys--sort of a youth prison.

Looking and Working in San Francisco

VAS: And then what did you do after you left the University?

RMU: I guess I was a little fussy about what I should do as might be indicated by the last statement, so I was looking

RMU: around for a job in San Francisco. Most of them were offered to me at the great sum of \$30 a month, one at the Bank of California; Balfour, Guthrie; two or three others where I went for an interview, but I didn't think \$30 was very much, having had \$125. Finally I was offered a job as a statistician-accountant and being groomed for general manager of a paint company in San Francisco which was then taken over or about to be taken over by the National Lead Co. It took about six months for the amalgamation, so I walked around and had a good time in San Francisco for a few months and finally went to the paint company, the old Bass-Heuter Paint Company on Mission Street in San Francisco--doing the statistical and very minor cost accounting work. I stayed with them until January, 1918, when I was promoted to be assistant superintendent of the factory and the main cost accountant of the firm. I told the general manager that I felt the job ought to be worth \$150 a month and he claimed it was only worth \$125 so I promptly resigned. He claimed that he wouldn't pay me \$150 because that was ridiculous. I told him I had been doing clerical work up to that time and now I was doing a professional job, that I studied this in college and I thought I ought to be paid for it. So he told me that he wasn't going to pay for my college education and I told him that everybody else that hired me from now on was going to do it. So I quit!

U. S. School of Military Aeronautics

VAS: And you came back to this U.S. School of Military . . . ?

RMU: No, I first applied for the position of assistant accountant of the University which was open then. The accountant was a man named H. H. Benedict who served for many, many years at the University. I was interviewed by Mr. Benedict and he talked to Henry Rand Hatfield, a professor of accounting, and Hatfield said that I did very good work in accounting, but he didn't think I wanted to be an accountant, so I got the high recommendation not to be hired. At the same time, simultaneously, the same day, when I would have to come to work as an assistant accountant of the University, I was appointed as accountant for the U.S. School of Military Aeronautics which was then on the Berkeley campus.

VAS: Now, was that a department of the University?

RMU: The University contracted with the Signal Corps to run a ground school for the training of aviators. The course took thirteen weeks and it had a number of academic subjects, some practical subjects; it had some mathematics, some simple engineering, particularly on the mechanical side, some geography, map reading, then they went into gunnery and other military studies. The school was run by the University and in effect for the

RMU: government by the late Baldwin M. Woods, who was later vice-president of the University, head of the Extension Division, and held many, many administrative appointments in the University. There was a major, I recall, named Crane, another major who ran the military side of this school. The instructors were both army officers and civilians. The course of instruction was guided by Hiram W. Edwards, who is now a retired professor of physics here.

VAS: And what was he doing at the school?

RMU: As I stated, the instruction was given partly by army officers assigned to the air section of the Signal Corps, which was the predecessor of the Air Force, partly by civilians--a man named B. M. Thomas was the vice-president of this school, Baldwin Woods being president.

The instruction went on. Every Saturday afternoon they had an academic board which met across from my office, and the youngsters who weren't doing well enough were called before the board at a meeting and if there seemed to be some hope, they would be put back to the succeeding class, a class starting every single week and in other words thirteen classes going all the time. Otherwise they would be told they were released and that their names would be sent back to the draft boards, but they were given the invitation at the same time to enlist and most of them, knowing that they were going to be caught, would

RMU: enlist and be transferred to some air field down in Texas. From this school, those who finished the course at the end of the thirteen weeks would be transferred either to some field in Texas or to somewhere in San Diego, North Island or some other station, and going through two more courses then involving flight training--whereas here, it was all ground work, ground school--they would get their commissions as second lieutenants.

VAS: Was Woods a member of the faculty at that time?

RMU: Woods was a member of the faculty; he was at one time in the mathematics department and then went over to mechanical engineering.

Other Government Schools

VAS: Now tell me about some of the other military associations in the University that you were involved in about that time.

RMU: My work for the School of Military Aeronautics was in connection with the payments to the University towards the cost of the school, leading up to the claim later on which was to be \$10 per man for the first four or five weeks and \$5 for the man for the rest of the thirteen weeks. I was also involved with the payment to and feeding of the aviation cadets. The

RMU: University also ran a mess for them, and the mess was reimbursed to the University by deduction from the men's pay, which was \$100 a month.

The load on the University began to increase and there was a student army training course started during the summer of 1918, although it didn't get going on a real strong residence basis until the fall, and also a naval training course leading up to commissions as ensigns. There were no commissions given here but this was when the first training barracks were built on the campus, about where Dwinelle Hall now is. There were probably 2,000 youngsters in these two schools; in addition to that there was a school for radio electricians up in a temporary building near the present engineering group. I think there was another one for blacksmiths. (How the University got into this one, I don't know, but it had some vacant buildings I suppose.) There was a school for cooks and bakers, and then finally, there was a very small group of people working in the field of naval architecture.

In May of '18, Sproul arranged to get me relieved half-time from the School of Military Aeronautics; so I worked five mornings a week for the School of Military Aeronautics, and in the afternoon I worked for Sproul keeping up the financial records and adjustments and information that he would need for the claims in connection with all these other government schools.

RMU: And as a matter of fact, I probably had better records of the people enrolled in the SATC [Student Army Training Corps] and the Navy than the government had and for probably twenty years after that war was over, I was asked questions about people who were here when they were making claims for pensions or something or other of the government. All this cleared up, of course, right after the Armistice, and then I was transferred back over to the succeeding job of the University as assistant accountant on January 1, 1919.

But at this time, I was assisting Sproul on all the business details going on in these other government schools. At times as representative of the Military School of Aeronautics, I'd write a letter to the controller of the University asking some adjustment in rental of buildings that might be owned by one group or the other, and I would get the letter over in my other office that afternoon or the next day and I would make a judgment and answer it by writing back to the School of Military Aeronautics, setting an appropriate fee. The letter would get back to my desk the next day at the other place and I would approve it and that would be the end of it.

Emergencies

RMU: Well, let's go back a little further. During October or early November, people were dying like flies with the flu epidemic; everybody was going around with flu masks on and I caught one young fellow making some derogatory remarks about the University-- a young lieutenant--and I couldn't identify him because he had a flu mask on, but I identified the back of his head and I knew his voice and I had him up before the colonel before we were through and settled his impudence.

Well, anyway--one night the flu epidemic was very bad so Sproul rang me at home and told me that they had taken over the Zeta Psi fraternity house as an addition to the infirmary. I was to go down to West Oakland and hire some cooks and mess boys and so on because they wanted mush cooked around 5:00 the next morning, when the patients would be moved in there. So I went down to Oakland and various other places that night and hired the crew. Somebody else got the equipment, the fraternity house was taken over, and the boys were carried up there on stretchers. So the next morning the place was a full-grown hospital.

VAS: Oh, boy!

RMU: Things began moving pretty fast. When the SATC was to be

RMU: opened in August or thereabouts, I was asked by Mr. Sproul to come in with Norris Huvey, chief purchasing agent, and Elbert Hugill, Superintendent of grounds and buildings, and Herbert B. Foster, engineer in that department. We sat in the room on a holiday which wasn't very holiday for us and designed a mess hall and listed up all the equipment that we would need to feed 2,000 people. The next morning Mr. Huvey was on his way to San Francisco, and he bought all the hotel supply material that was in San Francisco. Another university had the same problem but they didn't design a mess hall quite so fast; when they turned around to get material for the mess there wasn't anything left in San Francisco. But we were soon a going concern.

I got double pneumonia in November and I was out three weeks.

VAS: This is November of '18?

RMU: November and December, '18. Sproul had hired a man named Staunton to be my understudy and in case I got sick and anything happened to me. We kept all the records to charge the government for the per diems or the weekly charges of all these seven or eight schools.

I went home with double pneumonia. Sproul came to see me. The doctor was there and he tried to throw Sproul

RMU: out, but Sproul said he had to ask me a few questions.

And I said, "Well, ask Staunton."

Well anyway, Staunton was sick in the hospital.

Next day Sproul came back and asked me some more questions.

I said, "How's Staunton?"

He said, "Staunton's dead." So I staggered back to the office.

Assistant Accountant at Berkeley, 1919-1922

The day I came back to the office Mr. Benedict-- Henry H., the chief accountant--said he and the assistant accountant he hired instead of me eleven months before had parted ways, and would I come and be an assistant accountant for \$50 more than I was applying for for the year before. I was responsible to Mr. Benedict, who as the chief accountant was one of Sproul's department heads. Sproul had all the business functions.

Now my duties as assistant accountant--I was really the office manager--there were about thirty people on the staff and this was on the first floor of Cal Hall. My first duty was to prepare claims for all money that was due from the government for the schools that we were running.

RMU: The first job I had was with the School of Military Aeronautics; the war ended much earlier than had been anticipated in the budget when the contract was made, so the government was going to pay off the expenses rather than at so much per week per student.

I assisted the auditor until I found the auditor didn't know what he was doing. I asked him to be relieved of this job because I was afraid I was auditing myself. As the task started the auditor said to me, "How fast can I get out of here?"

I said, "What's the hurry?"

"Well, my wife is going to have a baby, so I want to get out of here."

So I said, "All right. We can get through in a week." We got through in a day and a half. And when he got through I suggested he write his report.

"What do you mean, write my report?"

I said, "Well, you have to write a report. So, what did you find?"

He said, "Well, everything's all right."

I said, "Well, you've got to say so."

"I don't know how."

So I said, "You audited this account?"

He said, "Yes."

RMU: I said, "What were you before the war?"

He said, "I was a court reporter."

So I pushed the button behind my desk and my secretary came in and sat down with a notebook and some pencils. I picked up the notebook and the pencils and I said, "That's all. On your way." So I handed him the notebook and the pencils and I dictated the report. The University reclaimed and received all its money.

Then the next job was to do all the accounting for the other government schools. At the end of January of 1919 we got a letter from the Undersecretary of War and the Undersecretary of the Navy telling what could be charged in the government schools that were to be run. But everyone had all gone home a month before. The schools were closed. So I took the University's records and, by informal journal entry, transferred whatever was paid from one column to the columns that were shown in this form. And then after I got these all together I made the claim and put them in the post office box. Going home to my apartment I began mentally adding all these claims together and I was sure that I was \$10,000 short in the claim I had made. Finally, I had a very bad weekend because of that, but I came back to the office the following Monday morning, and I found that the records were all right and the University collected the

RMU: money. I presume because of my associations with the government during this time--and some of them were quite difficult and serious--that may have been one of the reasons why I got the job of negotiating all the contracts for the University in the next world war.

VAS: Now, did all this work take you up to 1922, when you went down to LA?

RMU: No, after the summer, I would say that by August of 1919, the adjustments had been made with the government on these seven or eight schools and the money had come in.

The University had a bank overdraft of something over a million dollars a day while this was going on. Everybody was so busy they had no chance to put in claims to the State of California. Then, we had a special appropriation for each phase of the University--the medical school, the general affairs here, the extension division, and so on--agriculture was the same, several groups in agriculture. And we had to send duplicate bills to Sacramento to get our money back.

The chief accountant, Mr. Benedict, was to go on a vacation about this time, August, 1919. I went to him and I asked him what I would do when he was away. "Oh, you'll be busy," he said.

"Well, I think I'd better get the state claims in;

RMU: we've got the overdraft for about a million dollars a day; the bank is tolerant about it, but I don't see how long this can go on."

So..."Oh, no, don't touch the state claims," he said. "Don't touch the state claims. You'll get it all mixed up."

"So," I said, "well, I don't know what I'm going to do. I'll run out of work." I ran out of work because I'd assigned jobs to all the rest of the other people around there and the completed tasks would come back to my desk, as it should be, instead of my doing all the detail.

So Monday morning, the first day that the accountant had gone, I called in one of the clerks and said, "We're going to start making state claims at 1:30 this afternoon."

And she told me, "Oh, Mr. Benedict will fire me if that happens."

I said, "Well, if you don't do it, I'll fire you before he comes back. We are going to make the claims; I'll be the guy that gets fired, not you. I'll guarantee you personally at least a year's salary out of my pocket if he fires you. But we are going to make state claims."

She replied, "Oh, no, we're not going to make any state claims."

I said, "I just told you, you've got your choice,

RMU: make state claims or be fired right now."

So we made state claims and sent in hundreds of thousands of bills to Sacramento. Benedict rang me on the telephone on the second Friday thereafter and wanted to know how I got along. He said, "Well, I guess you didn't run out of work."

I said, "No, I didn't; I started making claims." Well, what he said I won't repeat into the record, but he was sure that everything was all messed up. And I said, "Yes, they threw out two \$1.00 and one \$.02--I forgot to indicate a cash discount." So, I said, "I found another couple of dollar bills and I wiped off the two cents and forgot that, and let it go at that."

So he came back the next day. He said, "Well, I don't know how you did it, but anyway, I suggest you take it over from now on."

So I called the girl in and I said, "Well, Mr. Benedict says that I'm to take it over; now you take it over and make the claims up and I'll sign them and that's the end of that." I was kind of a peculiar citizen in that department, but the work had to be done.

We got ourselves solvent, we got the bank balance all filled up; everything was going all right. From then on I just acted as general office manager under the accountant,

RMU: distributing the work around and bringing it up to date.

This probably was the proper job for the assistant accountant, not keeping the books, which, by the way, were longhand ink records in those days.

VAS: You were about three steps removed from Merritt, then, weren't you?

RMU: Yes, Merritt by that time had gone. Sproul was the comptroller and Benedict was the chief accountant; I was his first assistant. Now, Sproul also had an engineering department; he had a purchasing department; the news service was under him; he handled the investments--there weren't very many of them those days so that I was only under him in that one line, accounting, although once in a while I got called in to do something special for him. But my contact with Sproul was only when Benedict would be on vacation or when some special matter would come up.

VAS: Was your only contact with Merritt the time when you had the dispute over your salary?

RMU: No, I had another contact with Merritt. You see, part of the time when I was assistant accountant Merritt was still here. He did taper out of the picture. But I had some contact with him because the University owned an outfit called the Bear Gulch Water Company, which took care of the water services for Menlo Park, Atherton, Woodside, and

RMU: the surrounding area. There was some difficulty there; we couldn't quite make out what was the situation, so I was sent down to investigate the company.

I came back with the report that they had three sets of books: one for the Railroad Commission, one for the income tax, and one for somebody else. Merritt got very much disturbed and said that wasn't so. Well, I said, "I'll bring them all back and show them to you." And I found the accounting was all wrong in the thing and so I brought them back finally.

In some desperation, he told me to go ahead and reorganize the books. I said, "You can't have three sets of books down there. Someone is going to get in trouble." So I became, in effect, the overseeing accountant on the side for the Bear Gulch Water Company, of which later I became the general manager.

And I, of course, knew Merritt after he had left the University, when he was a Regent. I knew him also in Fresno in connection with another big operation the University had--the management of the big Kearney ranch, which later was in my department. But my contacts with Merritt were not very often.

VAS: Well, did Sproul reorganize considerably when he became Comptroller?

RMU: I...don't think there was too much evidence of changes in the time when I was in the accounting department, which as I said was from January 1919 to March 1922, when Sproul decided to establish regional business offices in Los Angeles, San Francisco, Berkeley, and Davis. The Berkeley man also was pretty close to being number two in the business service, a position I continually and effectively challenged. I figured I was just as much number two as he was because he and I were both assistant secretaries and assistant comptrollers. I didn't think that number two man in Berkeley was any more number two in the chain than I was. And I successfully made that stick.

But at that time Sproul did reorganize because the place was growing. So in effect we had a business manager for each area. My area was all of southern California territory.

VAS: You said that Sproul had the news bureau; he had all these other functions under him.

RMU: All business functions were under him.

VAS: And he reported to the Regents?

RMU: That's right, as Comptroller and Secretary of the Regents, he reported directly to the Regents. He later became a vice-president and I suppose that he may have had some contact with the President, just as I did when I became a vice-president. But he still had his primary responsibility

RMU: directly to the Board of Regents.

VAS: You weren't aware of any problem between the President and the Secretary of the Regents in controlling some of these activities?

RMU: No. You see, President Barrows was only here from 1919 to 1923 and then asked to go back to political science. During that first period my work was all definitely in the accounting department; and then from March 1922, I was in Los Angeles and I was busy reorganizing some situations down there. So I didn't have any real contact with Berkeley operations except to come to Berkeley every three months for a meeting with Sproul.

A Greek Theater Experience

[The following material was added by Mr. Underhill at the time he corrected the transcript.]

Addition: One short phase of University business under my administration may be of interest. While I was assistant accountant in 1919, Sproul asked me to manage the business and service details for Greek Theater entertainments. This included printing of tickets and programs, sale of tickets, hiring and

Addition: directing ticket takers and ushers, and arranging utility and other services. The Director of the Greek Theater-- now an activity of the Committee for Arts and Lectures-- was Professor William D. Armes of the English Department. He became ill and died and I was appointed acting director and carried on until Professor Samuel Hume replaced Professor Armes.

An arrangement had been made for a massive production of Aida. The day before the opera I learned that the producers apparently had some outstanding bills from a similar performance years before, and the receipts were to be attached. The producers took some steps to prevent this, but a process server came to my house with the attachment. The proceeds from sales were hurriedly collected to prevent attachment, for the University had many expenses for the affair. But the night of the performance two deputy sheriffs did attach the money in a ticket stall.

Word got out, so the electrician refused to turn on the house lights for the second act. With \$8,000 in sales and a full house we had a responsibility and a serious problem. I guaranteed to pay \$300 to the producer in the presence of the electrician; and getting

Addition: it in his hands would then be his problem. So the lights went on, but the chorus, mostly extras hired in west Oakland, struck during the second intermission and I had to produce the funds or there would have been no chorus.

It was the busiest night I ever had but the show went on and all legal problems were settled soon. One of the producers put in a big complaint to the Regents and Regent Foster was ready to fire me. However it was soon proven that I could not avoid the armed sheriffs enforcing an attachment for past bills and had kept the show running and protected the University. All in all it was an experience, but not a pleasant one.

[End of written material.]

Assistant [to the] Comptroller, UCLA, 1922

VAS: What were your duties as assistant comptroller at UCLA? In the first place, just for the record, what is the difference between comptroller and controller?

RMU: A comptroller with the "mpt" was really the overall business manager of the University.

VAS: With the M, P, T?

RMU: Yes, that was the comptroller.

VAS: Oh.

RMU: Yes, with the "mpt." The controller with just the "nt" is an accounting officer and a person who approves the validity of a payment, and sometimes, is the disbursing agent. It is up to him to decide that a bill is properly allowable, properly budgeted, goes against the right account. Whereas the other fellow [comptroller], the position that Sproul had, was over the accountant. Later on the accountant's title was built up to controller. But he did not have the overall business functions. He was strictly head of the accounting department, the department that keeps the financial records, and drew the checks, but the checks would be signed by the business manager, who was the Comptroller.

VAS: I see. Now, as assistant comptroller and assistant secretary of the Regents--this was after your stay at UCLA--you came back in to this job?

RMU: No, no. That was when I was in Los Angeles.

VAS: While you were in Los Angeles?

RMU: Yes. I was sent to Los Angeles as an assistant to the comptroller [in 1922].

VAS: "Mpt"?

RMU: Yes. I had that title for perhaps four years, maybe five years. I think that the comptroller--Sproul--wasn't too willing at that time to give the person full officer status. But I had, for him, the general carrying out of every business function in the southern California division-- which included UCLA; the Los Angeles Medical School, which was downtown; the summer session, which was run separately, but on the Los Angeles campus on Vermont Avenue; Riverside station, which was the Citrus Experiment Station; the Scripps Institute of Oceanography. And I would represent him if any negotiation had to take place on any other minor matter in southern California.

Sproul would come to Los Angeles frequently but the daily operation, the daily running of the same activities that would handle business functions, would be mine. The same thing happened for the man in San Francisco who just had the medical school and the hospital, a man named Stanley Durie. Deming Maclise had the Davis function.

Luther Nichols was here with Sproul--no, Nichols was not the first one, a man named John Struble was with Sproul. It was with Struble that I had the difficulty maintaining that I was as much number two as he was. I never had that trouble with Nichols. But Struble was Sproul's assistant and I suppose that he did act on a good



Staff at reception for Blanche M. Miller, Assistant to the Secretary of the Regents, on her retirement. March 31, 1956. Alumni House.

Left to right--Robert Underhill; Sarah Haller; Dorothy Lund; George D. Mallory, Assistant Treasurer; Pauline Melgard; Hattie Berggren; Blanche Miller; Elizabeth Hanaen; Marjorie Woolman; Ruth Rickenstrud; and Mildred Hoon. (Absent, Richard Hartsook)

ASUC Photo

RMU: many things in a more general way. Although in later years, as assistant comptroller, I would come north and take over the office for Sproul when he would go on a vacation because in time of service, I was the ranking assistant comptroller.

Secretary to the Board of Regents, 1930-1960

VAS: What did you do after you came back here? What was your title when you first came back to Berkeley?

RMU: I came back to Berkeley in late December 1930; I was appointed Secretary of the Board of Regents effective December 1, 1930.

VAS: You were down south until you became Secretary of the Regents?

RMU: That's right. And that was when another reorganization took place in the business function.

VAS: All right. Let's carry that through if we can.

RMU: The Secretary's side?

VAS: No, this new reorganization.

The Business Function Reorganized

RMU: When Sproul was made President of the University, the question came up, what do they do with the business function that he administered? The two main contenders for the position, presumably the two possibilities, were Luther Nichols, who was the assistant at Berkeley; and myself, both with the title of assistant comptroller and assistant secretary. I was brought north in December of 1929 for about five weeks, ostensibly to make up a list of furniture and equipment of International House, then under construction, all the movable equipment. What I was here for was to attend the finance committee meetings to be looked over by the Board of Regents, actually the finance committee, to see whether I was a candidate worth considering for any promotion.

Sproul decided that as President he didn't want to continue one business officer with the same power he had. The University was also growing and there were so many business matters that were unrelated. He talked to me, before he became the President, about any suggestions I might have for dividing the business functions of the University into two--and maybe I'd get a piece of it and Nichols would get the other piece. So I made up a program of four classes of business that I thought one fellow should have, and four

RMU: classes the other fellow should have. There were about that many classes of business going on. I made it up on the basis of my instruction. My instruction was that I couldn't complain whichever side I got, so that I'd better be sure that I made it an even distribution. Oh, Sproul knew his way around.

So I made up a program which, basically, was the outside, non-operative side of the business functions. In other words, the real estate management, the trust investment management, the secretary's functions in the Board--the formal secretary's functions in the board, and generally in that field. And the others would be in the purchasing, the accounting, and the legislative affairs in Sacramento, which I hoped I would never get because I didn't like that kind of an assignment; you have to fuss around, you can't say yes or no fast enough. I didn't like that function. They suggested the divisions I made to Nichols, and Nichols made one switch of one from one class to the other, and it was a good switch. It was an improvement, although he didn't think it would work very well, and I could well understand why he didn't think it would work very well.

But anyway, the Regents had a meeting in November of 1930. Nichols had been acting Comptroller during this interim of five months. I was in Berkeley at the time I

RMU: was told to come north. Frank Stephens, the President's secretary, came and congratulated me on my promotion. I said, "Well, thanks, Frank. Which side did I get?" I got the secretary side, the formal side of the Board, the real estate operations, and the management of the investments. So I got that side and Nichols got all the internal departments which would run the campus business, the affairs needed for the department, while I'd run the external side of it. And this probably was an excellent decision. It goes on now, still, because the two fields are not related at all. But he also had to represent the University at Sacramento.

VAS: Now what were the respective titles?

RMU: My title was Secretary of The Regents and his title was Comptroller of the University. These were the two titles Sproul had.

VAS: And so he just divided those?

RMU: He divided--instead of being two departments under one man, there were two independent offices. We were completely independent of each other.

VAS: But they didn't rename that comptroller position until . . .

RMU: After Nichols resigned and when they brought Olof Lundberg in.

VAS: They renamed it...

RMU: ...and then by that time the business function was taken over

RMU: by the President. The internal business office function went in to the President's office. He had it before; he didn't take the external business function. By that time I was also Treasurer. So the Secretary and Treasurer were then responsible to the Board. Nichols really was, in the internal business function of the University, too close to the President's office to be out of it. The only part that might have been out of it would have been controller, because he might have been the Regents' representative certifying that the expenditure was correct and appropriate.

That went with the rest of it under the President. But the Secretary's and the Treasurer's job did not go under the President. Although I was importuned to come under the President when I was offered a vice-presidency in 1940; I'd rather stay with the Board so I said I didn't want to be a vice-president. I felt that my job required an outside, professional viewpoint that couldn't be screened. It was a judgment on investments and the fund was beginning to grow, which we'll get into later on.

Early Business Officers

VAS: Right. Now, Victor Henderson was in this period, too, or was he earlier?

RMU: Victor H. Henderson was much earlier. He was secretary to the Board prior to the First World War, while Merritt was the comptroller. Victor Henderson asked for a leave of absence to go into the army and the Board accepted his resignation. They were a little rough about some of these things in those days, but I think Merritt was a more effective business officer and at that time the business function was not big enough to be split between two people operating the field. So Merritt then became the secretary. I never knew Vic Henderson in those days.

I succeeded him in one function I carried for a very short time when I was also assistant accountant. That was as the manager of the University Bureau of Employment during the war, the early part, 1918. And I took over a room that Victor H. Henderson had had and his secretary was assigned to me. I can begin to see one reason why he wasn't the dynamic business force that the University might need. The filing cabinets were full of theater programs and invitations to fraternity banquets and all this sort of thing. From his files I never saw that there was anything

RMU: very important going on. And his secretary didn't like me ten cents worth. Things I wanted to do she refused to do a few times, so we parted company.

Henderson came in many years afterwards to meet me, and he seemed visibly embarrassed when he came. Frank Stephens, the President's secretary, brought him over to see me. and I think we chatted for ten or fifteen minutes and he left. Of course, I had nothing to do with his leaving the University, and I had one of the functions he had had; he never was treasurer; as a matter of fact, I was the first employed treasurer. He just seemed very uncomfortable in the room and he left. We didn't talk about very much of anything. It was the only time I ever saw him.

VAS: What kind of a man was Luther Nichols?

RMU: Nichols was a very effective operator in Sacramento. And he ran the business office, the internal business office, well. In effect, while he was independent under the Board, he really stayed pretty close to Sproul, much closer than I did, although I never did anything that would cause interference with Sproul. But my work was much more independent. I wasn't in the same field that Sproul was, when Nichols really was. So it's quite natural that he went through Sproul to the Board at times, whereas I didn't.

VAS: Now, did Olof Lundberg work in the same way?

RMU: Olof, for one short time, was under the Board of Regents, but not very long, and Sproul took over that function-- took it over right under him. So, no, Olof was independent for a little while but not very independent, let us say. He stayed with Sproul very closely...it was an internal function of the University, anyway. Sproul properly wanted to control the expenditures and the budget; and Lundberg went along with it. Lundberg was an excellent controller.

VAS: I remember that he was well-liked. He was still here...

RMU: He was an excellent accountant. But he didn't have the, he didn't have...all the internal functions because Corley got those. That was another split in the office.

VAS: When was that?

RMU: About 1937, well, right after Nichols resigned. Then the accounting was cut away and Sproul took it over as a department responsible to the President. Then Corley, when he became vice-president of the University, took over the internal business in the late thirties--the rule was that he was under the President. And all the internal business functions went under the President, with Corley the officer in charge.

VAS: Did Olof ever do any work in Sacramento?

RMU: No. He would be called up by Nichols or Corley to assist in explanation of the budget or something of the kind.

RMU: But no, Nichols was the University's representative and then Corley was the representative, Sproul long before Nichols. But Olof went up there once in a while, as anybody else might be called up by the University's representative, either Nichols or Corley.

VAS: To help out...

RMU: Yes, yes, as the President, Nichols, or Corley might call up anybody.

Building as a Business Venture

VAS: Now, you talked a little about this Bear Gulch Water Company. You also mentioned this--incidentally, you can probably answer, I just found out yesterday that the Halladie Building was built by the Regents, in '14. Now, was that built as a real estate venture or was that built as headquarters?

RMU: It was built to rent, as an investment.

VAS: Now, is that where the Regents met until 1950 or so?

RMU: No. The Regents met in the governor's office in the State Building on McAllister Street in San Francisco; this was regarded as a compliment to the then governor. The Board met there, but we had a committee room downtown in the Crocker Building. The finance committee would meet there

RMU: but the monthly meetings of the Board (all meetings but one a year) were then held in San Francisco. One, the February meeting, was held in Los Angeles. In the twenties the Board met in the governor's office. I used to go there when James Rolph was governor. After Rolph died and the governorship changed, the Regents figured that Merriam, who succeeded Rolph, didn't care where they met so they began meeting back in their own office in the Crocker Building. I don't know of any meetings in the Halladie Building because that was, you say, built in '14 and I wasn't close enough to the Board except, occasional attendance at a meeting, in the twenties when, I was assistant secretary.

VAS: Did the University build any other property in San Francisco for rental purposes?

RMU: I believe the Blake, Moffitt, and Towne Building and the Buckingham and Hecht Building on First Street between Market and Mission were built by the University. I don't believe they built any other buildings but two in Berkeley-- an automobile sales building on Oxford and the campus garage ---- as an investment. That never turned out to be an investment because the old Richfield Oil Company that leased it got into difficulties in the early thirties and they never paid a months's rent. But they built these buildings in San Francisco. But that construction was before my time. I managed them later on.

VAS: Was this a typical kind of business venture for the Regents at that time? Were those the only ones? Did they have any buildings in other parts of the state?

RMU: They didn't have any ones they built or bought in other parts of the state. We acquired some by the foreclosure route. I think that we might postpone this until we get into the functions of the investment side, because I have the original portfolio that I took over to manage.

VAS: Very good.

RMU: And I think it might be better to postpone this to make the continuity a little bit better.

VAS: That's fine with me. That's fine. Do you want to wait then on the finance committee, the finance...

RMU: No, I think the [office of] secretary, I could go on with that.

VAS: All right. Tell me all about the finance committee then.

The Finance Committee of the Regents.

RMU: The finance committee had usually seven or eight Regents on it and most of them were San Francisco men, since most of the Regents were Bay Area men. The finance committee was--in the twenties when I had some knowledge of it, and

RMU: certainly in the thirties when I was Secretary of the Board until I gave up the secretary's position in 1960--a prominent committee. Every financial transaction of any kind had to get into that committee. It approved the contracts, approved the investments, approved the budget, approved the major types of activity the University might go into. It met once a week; it met every Tuesday at 11:00 in the Crocker Building in San Francisco. The President brought in all his appointments, his contracts; the Secretary didn't bring very much into the finance committee; the Treasurer brought in all his investment matters to the finance committee; and the Secretary really brought most of his matters directly to the Board.

The finance committee was the guiding committee of the Board and almost had the power of an executive committee. There was, at one time, an executive committee which was composed of the chairmen of all the important committees. It met for emergency purposes. But that didn't seem to work and it was dropped out. The finance committee had the dominant members of the Board and they weren't giving up anything.

Other Regents' Committees

RMU: The grounds and buildings committee in the late twenties and early thirties was a fairly strong committee. It went over building plans and building contracts. But all these matters had to go back into the finance committee for budgeting and money. It also considered architects, but never as seriously and in detail as the grounds and buildings committee does now.

Then there was a medical committee which talked about matters of the San Francisco medical campus. When the University took over the Southern Branch, which became UCLA, there was a southern committee of the Regents, a committee on southern California's schools, colleges, and institutions, they called it. Its members were mostly southern Regents, and while it was the committee on southern California's schools, colleges, and institutions, it spent most of its time concerned with UCLA, a little with Scripps Institute at La Jolla, and very seldom with anything at Riverside or anything else in the south; Riverside matters went through the agricultural committee of the Board, although the southern committee might have a look at that too. But the finance committee was the dominant committee and practically whatever it said went through the Board of Regents. It met every week.

VAS: Now, you told me at one time that you had to take papers and stuff over in a suitcase. Was that to the finance committee?

RMU: Well, no, the material for the finance committee could go in a briefcase. But when we had to go to a Board meeting in the Crocker Building or in the governor's office in the State Building on McAllister Street we used to load all the recommendations and committee reports and budgets and everything else in a tin suitcase (which I think is still down in the vault in the Secretary's office) and carry it over on the Key train, the ferry, and on the streetcar (taxis were not approved very much). Then we had to carry this load of freight up and distribute it around at the table. There wasn't as much to go to a committee meeting; we could take that all in a briefcase; we didn't have to have the tin suitcase.

Treasurer to the Regents, 1933

VAS: But what about payments, bill payments and this kind of thing? At one time you told me checks...

RMU: In the early days--the twenties and starting in the thirties, until I became treasurer of the University in 1933--they used

RMU: to have a system whereby the treasurer of the University was a bank president in San Francisco, and really the bank was the treasurer, although some man had the title. He had an advance account, so-called, so he had advance money to pay the bills. Of course, he was advancing it because he knew the University had another general account in the same bank.

Then, once a week--no, daily--vouchers would go over to some member of the finance committee in this tin suitcase. The office boy would carry it over there, and attached to this list of payments would be all the checks and all the bills. So this was just a load of freight. And the finance committee member never looked at it, I am sure of that; he would just sign, a member would just sign the check, "Don't open that stuff; leave it there." He'd sign the checks or list.

When I became treasurer, I couldn't see any sense in the Regents signing this draft; all the draft did was put \$145,617.42 back into the so-called advance account--took it from the main account and paid it back to the advance account. So technically the treasurer was bailed out on the money he had on his cuff. Well, of course, he didn't have it on his cuff at all. But it was such a silly arrangement; it seemed to me that it was ridiculous to carry

RMU: this on.

I didn't have any bank account with a few million dollars so I could not make any advance. When I became treasurer in March of 1933, I suggested that we cut out this nonsense of sending any bills over to a Regent to sign and that the treasurer should sign the large reimbursement checks to cover the various revolving funds and these checks would be countersigned by the controller or chief accounting officer, whoever it was, and all this freight would stay home and all this nonsense would be cut out. The Regents agreed with me.

VAS: I can imagine; I can imagine, but actually there was some feeling that this was the way that it had to be done up until then.

RMU: They thought they were trustees of this public trust and they had to be sure that everything was all right and going right. Well, they couldn't tell which end was up with that mass of paper.

VAS: You could take this to any member of the finance committee for approval?

RMU: That's right. And, of course, the office boy would take them over to San Francisco. We had an office boy who carried papers back and forth.

VAS: Did you work by rotation or anything?

RMU: Whoever they could reach.

VAS: Whoever they could reach.

RMU: And they went, generally, to William H. Crocker of the Crocker Bank because he was there most of the time, or to James K. Moffitt. He worked over at Blake, Moffitt, and Towne, where he was president. About 11:00 he'd go over to the Crocker Bank where he was chairman of the executive committee, and you could always catch him there. He was easier to get to do this thing than anybody else. Once in a while we sent it to John Francis Neylan; he didn't like that. He thought that it was kind of a ridiculous business, signing things about which he knew nothing. And Sidney Ehrman was very good. He was in his law office in the Nevada Bank Building, now the Wells Fargo Bank Building. And he would sign checks with no trouble if you'd get him.

So, we had about four or five possible signers in San Francisco. Garret McEnemey in his law office in the Hobart Building would sign these checks; but he'd never look at bills.

VAS: This was a daily chore?

RMU: Daily chore. So now those are all signed by the treasurer and by the accountant. What this now really does is reimburse the revolving funds, because the individual bills are paid by a local accountant or a local business manager on a campus.

RMU: He has a big revolving fund. He pays the bills and the bills never come from Los Angeles up here. The claim to reimburse the Los Angeles revolving fund comes up here to the treasurer. All he does is pass through the check to reimburse this fund that has paid for the Los Angeles bills. And so with San Francisco and Davis.

VAS: You became Secretary of the Regents, then. We talked a little bit about your duties, and so on then; but in 1933 you became treasurer. Let's talk about your becoming treasurer.

RMU: Yes, as secretary, as I told you before I was responsible for certain formal duties for the Board, for calling the meetings, for recording minutes, the execution of documents, and so on, care of the minutes.

Towards the end of March 1933, George Turney, who was president of San Francisco Bank, died suddenly and Mr. McEnerney, who was a member of the Board (not then chairman) I think Mr. Crocker was chairman then--rang me and told me he wanted a list of all the investments of the University and the banking balances and where they were and he wanted it right away, tomorrow, Saturday noon.

Well, the University didn't print its investment schedule but once a year. So Mr. Benedict, the accountant, and I worked a good part of that night listing everything

RMU: we could take off the books and finding out where all the money was in the banks. And then he told me to call a special meeting of the Board of Regents for the following Tuesday at 11:30 to elect a Treasurer of the University. The rules of the University provided for a special meeting to be called on the signature of four members of the Board and then notice had to go out by telegram.

He guaranteed that I would have in my hand the four signatures. He told me who was going to sign it, so on the basis of that, without having the signatures in my hand, I called a meeting to elect a treasurer.

I went to San Francisco on the Key Route Train with Sproul, John Calkins, the attorney, and Nichols. We were all kind of speculating which bank president would be named. The University always had a bank president as treasurer. We couldn't find out because we couldn't guess, because there was some uncertainty and some unhappiness from some members of the Board in regard to certain banks. So we went over there to the finance meeting at 11:00.

Every member of the finance committee, including the two from Los Angeles--Edward Dickson and then George I. Cochran--showed up. When the last one walked in the room you could practically see Mr. McEnerney and Mr. Neylan brushing the agendas off the table--"Now we're going

RMU: to talk about the treasurer." We hadn't finished the finance meeting; everything was practically swept off the table.

McEnerney and Neylan made some speeches about the fact that they'd had bank presidents for years and--but now it was time to control our own business. You must remember that in March of 1933 the banks were all closed by federal requirement; some closed because they didn't have the money, but all the rest were closed to stop that panic and difficulty. And while some banking had started again on a modest basis about two weeks or ten days before this date, which was the 28th of March (as I recall it), things were rather restricted and the University had all this money in a savings bank and you might not get it out. (The savings bank had the right to impound money for six months if it wanted to.) Here our commercial accounts were in effect in the savings bank--the San Francisco Bank was a savings bank and they could have stopped our payments--well, this didn't work.

So they decided, apparently by this speech of McEnerney and Neylan, who were both attorneys, that it was time to have our own treasurer and not a bank president and to put the money in the banks that they wanted to put it in and no where else. I was sitting there as Secretary of the Board and scratching down all their remarks so I could write up the minutes and all of a sudden Mr. McEnerney

RMU: turned the matter over to Mr. Neylan and said, "Mr. Neylan now has a nomination to make." So Neylan proceeded to make the same speech in effect, and he said, "Well, after all, Underhill has been handling all our business anyway, so we're nominating him for treasurer."

So I popped my head up and came to life, "I guess you don't need me any more." So I got up and left the room. I stayed outside and pretty soon Mr. Nichols walked out. Then the rest of the Regents began to come in for the special meeting at 11:30. Two or three of them I rang up personally and urged to come to the meeting, not having any idea of what was going on. And I had to apologize later on, as if I was drumming up the votes.

I remember, Father Ramm came in and James Mills came in. About twenty minutes to twelve Mortimer Fleishhacker came out and he said, "You can now come in."

So I walked in the room and sat down. Mr. Crocker was then Chairman of the Board and he called the meeting of the Board to order and asked the Secretary to read the call and certify that the notice was served, all of which I did.

And he said, "The secretary will now read the report of the finance committee."

And I said, "Well, gentlemen, I don't have any report."

RMU: So John Calkins, the attorney, walked over and handed me the report which had me nominated as treasurer provided I could produce a bond for \$1 million. And that's all there was to it.

VAS: What--now, you mentioned Crocker and Fleishhacker, these were all bankers--what was their reaction?

RMU: Of course, I was not in the room when the finance committee made the unanimous recommendation. I had walked out right away. I said, "You don't need me here any more." So I imagine that the matter was unanimous.

Sidney Ehrman, who was an attorney, was appointed to discuss with me any details of changing the treasurer's operations. Since I was not a banker I could not lend the University money all the time--although one time I did finance the University back in 1918, for only one week--a very queer situation, but that was back when I was in the accounting department. It was ridiculous to have me paying the University's bill out of my pocket but I did for one week. The bills, I assure you, were not very big at that time, but anyway. Ehrman was told to work with me, or I was to work with him, in working out some details, and they put in a requirement that while I was to have access to the safe deposit vault. I couldn't enter the safe deposit vault without some officer of the bank, whatever bank we chose,

RMU: going in there and seeing what I did and certifying what happened.

Then I nominated the bank--within one week--and the bank that we were to move to, and I, set up the procedure. I said that Mr. Ehrman had to approve the procedures, but the bankers didn't take a dominant part in this at all; the dominant action was taken care of by three attorneys--McEnerney, Neylan, and Ehrman. My nomination came from the attorneys rather than from the bankers, and I was quite pleased with that. In fact, I felt that I was closer to the bankers--I was never quite so sure I was as close to the attorneys as apparently I was.

How to Make State Claims

VAS: In the early days, Bob, you see a lot of references to having to go to the state controller for funds periodically. Now, maybe this isn't the place to talk about this, but, was this once the procedure; is it now the procedure?

RMU: As I told you previously on this matter of getting the state claims, we would have to make a claim on the state for bills that we had paid for agriculture or the medical school or the general campus activities, and this, with all the bills,

RMU: would go to the state controller; and he, looking at this bunch of explanations, would then reimburse the University for the amount of money spent.

VAS: Out of the general appropriations?

RMU: Yes, to the University. Now we still go to Sacramento for sums, but we don't send any bills up with them. We make a claim and if there is any audit to be done, the auditors come down here and do it. As I remember it--of course I've been out of it for several years--the state will advance us, as soon as the appropriation is available, about one-tenth of the annual appropriation. The University operates on that and then, each month, sends diaries up to Sacramento.

This means the state can keep its money and draw interest on it. I think it learned something from me, because I used to draw all these appropriations for construction, many of millions of dollars in one day; and since the contracts wouldn't be paid for a period of two years, I'd take that out and invest it in short-term funds, government short bills or commercial paper. I could make a lot of money for the University out of it. The state got wise to what I was doing; now the state does it. We only get the money for the construction accounts as the bills come in and as we claim.

RMU: I'll tell you who could help on this internal operation area, George Stevens, who has just retired as... you know George...

VAS: Yes.

RMU: ...retired as assistant comptroller. Get ahold of George. George'd like to go through some of these details. Start from these leads I've given you, but get it from George. You'd get it much better than from me. He was assistant accountant for years and years and years.

Interview 3, June 27, 1966

UCLA'S BEGINNINGS

The Los Angeles Normal School at Vermont Avenue

VAS: We'll start today by talking about your duties as assistant comptroller at UCLA, beginning in 1922. What did you do? What were your duties there?

RMU: Well, to start on this, I might say that the University took over the so-called Los Angeles Normal School in July 1919. It was a small operation, all self-contained on the Vermont Avenue campus, which was on Vermont Avenue a block south of Santa Monica Boulevard. The campus had twenty-five acres extending from Vermont Avenue back to Heliotrope Drive. The south side was a street named Monroe, the north campus street I don't remember.

The business was getting a little complicated down there. They had a business manager named Charles White. The man was called business agent. And the place got a little too fast for him. He couldn't keep up with it, so, in 1920 I went south during the registration period and again almost every registration period afterwards to help with the registration, and at one time or another to try to straighten the appropriation records and balance the books, all of which were in a great state of confusion. The business

RMU: office was too small to take care of the growing problems. Then about 1921, as the needs were growing down there, more business problems, President (then Comptroller) Sproul discussed the matter with Dr. Moore as to whether they shouldn't build up the business staff. And I was interviewed to see whether I would take over the position of running the business affairs of the University in southern California, under, of course, Comptroller Sproul.

I agreed to do this. This was proposed to Dr. Moore. But since I'd been a little more vigorous in my cleaning up some of the difficulties, I think Dr. Moore wasn't too sure whether I should come or not. So about four times it was agreed I would go and about four times Dr. Moore said he wouldn't have me.

I just kept going down there in registration periods and the closing of the books. This was an impossible situation. We weren't getting anywhere. Sproul then spoke to Moore because Moore said he had to have somebody to straighten it out. Sproul told him I was the only one he had available to send, and if Dr. Moore wanted it, all right, if he didn't, why that was the end of that question. So, finally I think rather reluctantly, Dr. Moore decided I could come south.

I was transferred there with the title Assistant to

RMU: the Comptroller in March of 1922 and moved to southern California in that month. The title assistant to the comptroller, I think, was given to me so as not to give me what you call officer status. It was a little sub-title, a title I never liked and a title I was trying to get rid of for some time; it took me several years to get rid of it. I thought I was an Assistant Comptroller, not an assistant to the comptroller.

But anyway, my business activities included running the purchasing, accounting, grounds and buildings, publication division, and representing Sproul in any matter in southern California, at Riverside, La Jolla, Los Angeles, or elsewhere, which was not of size sufficient to require his personal attention. And I reported directly to him--co-operating, of course, with the local administrative staff. I had an office in Millspaugh Hall, which was the main administration and classroom building of the Vermont Avenue campus, although there were a number of other classroom buildings and laboratory buildings in the area. As I said, the duties involved assisting in the administrative and business functions of all the University affairs in southern California.

VAS: So you were actually what we call business manager.

RMU: I would say I was business manager of all southern California divisions. The title didn't exist at that time. I had this

RMU: business agent under me, White, for a while, until he retired. But he really acted more as cashier than anything else.

VAS: I think, actually, we probably answered this next question about your relationship with Sproul. You were actually appointed at his urging up here weren't you?

RMU: I was appointed cashier of the University by him and later on, as I said in the previous interview, I was appointed as accountant to the Military School of Aeronautics by Baldwin M. Woods, but I am quite sure that Sproul had something to do with it. My appointment as assistant accountant to the University came directly from Mr. Benedict, the accountant, because I was here on the campus and I had applied for that position and had been turned down the previous year.

I don't think that Sproul had anything to do with it, although I am sure he must have approved it or Benedict couldn't have appointed me. But my appointment at Los Angeles was definitely from Sproul. I was taken out of the accounting department, where I was responsible to Benedict, and transferred south.

VAS: Do you think you would have had the same kind of authority and so on had you worked for anyone but Sproul? Under these circumstances?

RMU: I don't think that the business manager in a growing institution

RMU: could have had any less authority than I had whether it was Sproul or anybody else. And quite frankly, I don't think I would have stayed if I didn't have some authority. By that time, I was beginning to grow up a little in the service and it was about time to exercise some authority or leave. It was no use being a clerk the rest of my life. I'm quite sure I would have made my position clear with Sproul, or else I'd have resigned or left.

VAS: You had an assistant named Dimbleby--what was his first name?

RMU: This was John T. Dimbleby. He was the local purchasing agent. He was an assistant purchasing agent, but his field was restricted to the purchasing for the southern California divisions of the University. My other assistant was Charles H. Dodds, who was the accountant, but he was the ranking assistant in the office.

When I was away on vacations or on other affairs-- particularly when I used to come north during Sproul's vacation and take over the main functions of the business office here at Berkeley--Dodds would take my place and would run the southern California division. Dimbleby was the purchasing agent, and was very, very effective, particularly when we were beginning to line up all the furniture and equipment needed for the new campus. However, he died before the move, and that work was completed by a man named David Wilt, who became the purchasing agent.

RMU: Wilt was the former clerk of the works in the department of grounds and buildings, but a very good one. I took him out of the grounds and buildings department, which was supervised by a man named A. E. Davie, as our superintendent of grounds and buildings. So Wilt became one of my assistants then, too, as did Mr. Davie, who was in charge of grounds and buildings.

VAS: Did Wilt, Davie, or Dodds stay with the University for any length of time?

RMU: Wilt stayed with the University for a long time; as a matter of fact, when Mr. Barnett, who was the purchasing agent at Berkeley, died, Wilt was brought up to Berkeley to be the chief purchasing agent. But he didn't want to stay in Berkeley. He wanted to run the purchasing office from Los Angeles, which just wasn't possible. Lewis Baker had been sent down to Los Angeles to take the southern division and so they switched positions: Wilt went back to his own position of purchasing agent in the south and Baker became purchasing agent of the University.

Dodds stayed with the University under Deming Maclise, the assistant controller after I was transferred back to Berkeley as secretary of the Board. Maclise came from Davis and Dodds stayed with him until he contracted Parkinson's disease and was unable to carry on his work, and then went into a veterans hospital. So they all did stay for a considerable

RMU: length of time except for Dimbleby, who died in about 1928.

The Los Angeles Medical Department

VAS: As the business manager for the southern California operations of the University, you knew something about the Los Angeles Medical Department. This was not associated with, affiliated with UCLA, was it?

RMU: No, the Los Angeles Medical Department had no connection with UCLA. It existed on the 700-block of North Broadway in Los Angeles and it had a rather peculiar career. At one time it had belonged to the University of Southern California, which dropped it. Then the University of California was importuned to take it up.

It did not give any real resident instruction. Doctors who came from the east and were getting ready to take the medical board examinations in California would brush up in this school. There were two buildings, a kind of dispensary building, and a semi-classroom building--and laboratory. These doctors would come out and work in the clinic which was arranged for indigent people in that area, largely Mexican-Americans and some others, in the north part of Los Angeles. They would, under the supervision of some local doctors, who

RMU: were really giving their time on this charity business, diagnose cases and then, since these people were not qualified to practice medicine in California, their diagnosis would be checked on by some one of the local doctors.

Further than that, the local doctors would give brush up courses where perhaps three students would pay \$75 a-piece and then the doctor would give them a few lectures in their field. These men from the east or some other part of the United States were trying to brush up to pass the examinations.

The strongest part of the medical division was the eye clinic. The reason for this is that the head of this department, the dean, was a man named Dr. George H. Kress. He was a practicing eye doctor in the old Bradbury Building in Los Angeles and this was a kind of a hobby and interest to him; he was rather public-spirited in this respect. He ran the place somewhat as an oligarch, as far as that goes.

It was a dilapidated building. The place needed paint. It was supposed to be self-supporting from a little endowment, which didn't amount to very much, and the twenty-five cent fees that the people would pay when they'd come in to go see one of the doctors. The people would come in and sign up and say they wanted to see a doctor and pay \$.25, be examined, and the receptionst would inquire a little as to what the person

RMU: thought was the matter with him or her and then would send each one to the department. I think the best services probably ever granted, as I said, came from the eye division, but the place was kind of an eyesore.

I remember one instance about this when Sproul was in southern California on some matter and he and I were in a car going out with some prominent citizen out to Pasadena--perhaps looking at one of those prospective sites for the campus. On the way back, this prominent citizen of Los Angeles, whose name I don't recall, told Sproul, "I would like to drive you by a disgrace in this town, a medical school that is run by the University of Southern California."

And so he drove down North Broadway and here was a big sign on the building, Los Angeles Medical Department of the University of California. This man hadn't read it right. So he pointed out to Sproul, wasn't that a horrible disgrace and Sproul agreed it was, and was very glad there was no spotlight and we went right on past.

But the main trouble was there was never enough money to paint the place or put it in any kind of condition. Why it was allowed to exist, I don't know. But after a good long period, and particularly when the medical school was started at UCLA, the University got rid of it. I had a good deal to do, as treasurer of the University, with selling the properties. It took a quit claim from the survivors of about twelve doctors

RMU: who had given this thing to the University, I guess when the University wasn't looking too carefully at the gift!

VAS: Was there any relationship between it and the medical center up here?

RMU: There was no relation between that and any other division of the University. This fellow Kress ran it as his own private hobby or something of that kind.

VAS: Had it ever been affiliated with USC?

RMU: It had been at USC, and then dropped; and the University picked it up. When the properties were sold, after we got the release from the widow of the doctor who had started it, a fellow named Barlow, and from the few remaining doctors (who had transferred their title to the Los Angeles Clinical Association)--to the University, after the buildings were sold--and I arranged the sale of them--the money went in to support some activity in the medical school at UCLA. But I presume the University may have had some idea that medical education supported by the state ought to be exclusively in the University of California, and therefore hung onto this thing as a defensive measure. But it was really no credit to the University in any way.

The Merger

VAS: Now, can you tell me what you remember about the why or how the Normal School at Los Angeles was received? Why they were combined, you mentioned that a little bit earlier...

RMU: Why, what?

VAS: Why the merger between the Los Angeles Normal School and the University and...

RMU: I think the merger was largely the ambition of Edward A. Dickson to have a division of the University of California in Los Angeles. He was a graduate of the University of California in the class of '01 or '02, somewhere back there, and had always been interested in the University. I think he knew the Los Angeles area was certainly growing and needed a strong University. And even though this was a normal school and not a real full-fledged university, it was a nucleus on which something could be built. As time proved, he was right that they did need something of this kind in the south. I think it was largely his activity. He, as sometimes has been indicated, has been known as the "father of UCLA." I think he took considerable pride in that title.

VAS: What was Ernest Moore's general reaction to the merger; did he favor it from the beginning as far as you know?

RMU: As far as I know, Director Moore was always in favor of it. The

RMU: University was a much stronger organization than the teachers' colleges and it had a greater standing in the eyes of the public. I think he had only to look at Berkeley and what goes on at other divisions of the University to realize that this was a better place for a permanent advancement and for a real creditable institution. But I had no conversation with him prior to the take-over. My first acquaintance with him was, as I said, about 1920--the year after we started.

Normal School Trustees

VAS: Of the trustees of the normal school, I think you've indicated you knew something about George Cochran and Senator Earl.

RMU: George I. Cochran was the president of the Pacific Mutual Life Insurance Company in Los Angeles; I knew him slightly. I'd see him at committee meetings and board meetings, and I had occasion to go in and see him in his office once in a while to take up some University matter and get some papers signed or something of that kind. He was a rather quiet, austere, almost cold-looking man. He was a great friend of William H. Crocker, president of the Crocker Bank; I know they seemed to vote together and talk together. They'd go out together on days of the board meetings and so on. I have the feeling that

RMU: probably he must have been influencing Mr. Crocker as a Regent of the University of California to take a kindly interest in the proposals from the south.

Mr. Edwin T. Earl was a brother of Guy Earl, long-term chairman of the finance committee of the University of California. He took over the ownership, or publisher's position, with the Los Angeles Express or Herald, or a combination of the two, whichever it was. Later on, he brought in Mr. Dickson. Mr. Dickson was also a great friend of Guy Earl, I presume through Mr. Edwin T. Earl; and he probably brought some influence upon him in that respect. The paper was later taken over by, in ownership I think, Guy Earl, Jr., who was the son of the Regent of the University of California and the nephew of Edwin Earl. Through this situation Mr. Dickson became, later on, the editor, publisher, and I think, to a large extent with the Earl family--perhaps, later on, exclusively--the owner of the paper.

Arthur Letts, Sr., was the owner of the Broadway Department Store. I never met him, but he was an influential person in the area of southern California. It so happened that the Westwood campus site was owned by him and his group. But I never had any contact with him

Supporters of the UCLA Campus

VAS: You mentioned that Dickson was the father of the UCLA campus.

Earl eventually became a supporter of the campus, and then there were Taussig and Rowell. Were they very active?

RMU: Taussing was the president of the San Francisco Mechanics Institute. I have seen him but I don't think that I had any acquaintance with him. Chester Rowell was always interested in educational aspects of the University, and at many meetings he would consider the educational side much more than the financial side of the Univeristy. So I presume that these two fellows, with the cultural, educational background predominantly, took a great part in this matter.

George L Cochran became a southern Regent right after Mr. Dickson and backed up this transfer to a great extent. Mrs. Sartori followed after him. They and then John R. Haynes were the prominent southern Regents, all of them, of course, from Los Angeles, backing up this program.

VAS: Was there any...should any conclusion be drawn from the fact that Chester Rowell and Edward Dickson were together editors in support of Hiram Johnson before and were linked politically...?

RMU: Well, I imagine it gave them some friendship and some confidence in each other and each other's proposals. But other than that, I couldn't make any opinion.

Growth of the Campus

VAS: Now, let's talk about the growth of the University campus down there. First, there was the discussion of retaining it as a two-year campus; and then they finally won that battle for the four-year status. And then the big battle was over graduate instruction. What do remember about that?

RMU: As the University was growing---it had obtained its four-year standing---and more and more students were coming in to the letters and science department, some of the other activities were not increasing in absolute numbers. For example, one of the departments which was sort of dying out was the mechanic arts department which trained fellows to take care of automobiles--mechanics and that sort of thing, really it was sub-university work to a great extent. The teachers' college was still going on, but the letters and science division was growing. The people in southern California-- I can't name who it was--got the legislature to appropriate \$75,000 to start a graduate school at UCLA. It had not been asked for by the Regents, and the Regents actually finally voted not to accept it, not to start the graduate school. And the money stayed at Sacramento, never was drawn, never a nickel was drawn of it, and it just lapsed at the end of the year. But at the end of the next year the growing sentiment for

RMU: graduate work and the extension of the University prevailed-- and the University started graduate work a year afterwards, but decided that it would start it on its own initiative. It was the educational authority of the Regents, not the legislature, and when the Board made up its mind to do it, it would do it.

VAS: Was the President of the University fearful of competition from Los Angeles? Was that why there was the tendency of various people to kind of hold back?

RMU: No, I don't know the question of competition...of course, I was never close enough to Barrows or Campbell to have any indication of that feeling. Probably UCLA or the southern branch, whichever you want to call it at that time, really was not equipped or ready for it. It existed, as I said, on a twenty-five acre parcel. I was told to go out and buy fifteen more acres, which I started to buy immediately south of the campus, running down from Monroe Street to Melrose-- two square blocks.

I acquired, I think, forty-two out of the fifty-six lots on a theory that the University was going to stay in that area. Then the whole change came about--going out somewhere else, to a new site. But they had no facilities, really, for the research required for...required by graduate work, particularly going up to the Ph.D.

RMU: The campus, again, was cramped; the buildings were rather obsolete in many respects. The faculty came over from the normal school--got legislative tenure, got statutory tenure by their transfer--and a great number of them didn't have the Ph.D. And if the University was granting graduate degrees, it would have to have a faculty that was recognized throughout the country to give the degree any standing. Gradually, the University was putting in Ph.D.s on the staff, but it did have, as I said, a great group of people who didn't have it--whose trend was always in regard to the pedagogy. Barrows may have thought that this was not yet University of California graduate school standing. But as I said, I never had any conversation with him; I just know what the crowded conditions were. I do know what some of the background of some of the faculty was.

VAS: Was this Barrows or Campbell?

RMU: Well, Barrows first, then Campbell later on. because the question of the legislative turndown came through Campbell. Of course, Campbell wanted to separate the division and leave the teachers' college back on Vermont Avenue and take just the letters and science to the promised land.

VAS: And the Regents stopped him on that?

RMU: The Regents stopped him on that. He was going to leave all the people that he could that came over from the normal school

RMU back on the Vermont Avenue campus and let it be a teachers' college. I've no doubt that he would have given the teachers' college away if he could have had his way with that, too.

VAS: Why, then, you had begun to acquire some additional property around the Vermont Avenue campus. Why did they decide to pick a new site?

RMU: I was ordered to start buying this land, most of this land--the two blocks just south of the campus was vacant; there were a few buildings on it, not very many. It would appear, then, that perhaps this would be sufficient in area. But after I acquired these lots--the first twenty-two on the block I got from one man, named Crowell, and then gradually picked up ones and twos along the way--thus it was realized that, after all, when you had it you didn't have anything. Forty acres for a growing university was nothing. And the University was really beginning to grow, and grow rapidly, so that the whole place was too small.

To finance these purchases, you might be interested, the University arranged to borrow \$625,000 on promissory notes signed by twenty-five prominent citizens in Los Angeles. Each man pledged himself to \$25,000 if the legislature didn't pay the bill, and I was sent around to get the names of these people on the dotted line.

RMU: The loans were made by four banks in Los Angeles on the unsecured credit of these people and, of course, the presumption that the legislature would foot the bill. The legislature did, later on, foot the bill, so these people were relieved of the obligation of the \$25,000 apiece. But twenty-five people in Los Angeles did it. Many of these people were the same people you will find in the list of those seventeen that helped bring forth suggestions as to sites for the University.

 But the whole matter was dropped, and then the state got into the financial slump at the end of 1929 and there-afterwards, and the lots couldn't be sold to reimburse the legislature. The law that took them over said that the University couldn't sell them or couldn't lease them for more than a year without permission of the state department of finance. A couple of times I had the opportunity to lease some--maybe sell some--but the State department of finance got in the way and said it didn't think the price was right or the lease was right. So finally a bill was proposed to the legislature to just drop this whole thing and transfer the title back to the State of California, and the University got out of it.

VAS: And this didn't hurt the men that had guaranteed the loans, because...

RMU: They had no more obligation; they were out of it. But they were taking a chance on this thing if the legislature wouldn't pay the bill. Later, the sale of the old Vermont Avenue campus is another subject which I think you may want to go into, because I think it was interesting, but that follows along...

VAS: I tell you, the fact that you were able to get legislation to relieve the University of this burden indicated that there was pretty strong legislative support all the way along for the UCLA idea...

Legislation and the Westwood Site

RMU: Oh, yes, there was no question about it. As a matter of fact, as might be brought out later on, the legislature had to pass an enabling act to allow the cities to give away something for the use of the University which wasn't within their corporate limits. And this, peculiarly, was arranged because the law said a city could give things, give land and things, to educational activities within the corporate limits. The bill was amended to "Within or without," and by putting in the "or without" Santa Monica and Beverly Hills and the rest of them could dip into some money to buy the

RMU: Westwood site. It was within the corporate limits of the city of Los Angeles, and that was all right. I had nothing to do with the legislation, I can assure you.

VAS: Tell me now about the sites that were considered and how-- I'd like as much as you can tell me about these: where they were, what their advantages and disadvantages were.

Site Suggestions

RMU: To start with, the University, when the Regents decided they couldn't live on the forty acres on Vermont Avenue even if the whole forty acres had been bought--and as I said, I had bought most of the adjoining parcels--they proposed (and I don't know who suggested it, probably some of the southern Regents) that they invite a citizen's committee of very prominent people to help bring forth suggestions as to sites. I think the Regents also hoped that they would be free, but anyway they were going to look at the sites. A committee was formed in Los Angeles with, I believe, Mrs. Joseph Sartori as chairman of it--it may have been Henry O'Melveny, but that book I gave you by Martin would bring that forth. So these people...

VAS: O'Melveny.

RMU: OK, O'Melveny was the chairman. Henry O'Melveny was a lawyer in Los Angeles, a very prominent lawyer in southern California,

RMU: and a graduate of the University of California in the early days. His firm still carries that name. The committee indicated that the University was going to move and communities were invited to come forth with their sites. Seventeen sites or thereabouts were proposed and visited at various times by administrative officers and Regents.

And finally a public hearing was held in the governor's office in the Sun Building on Sixth Street in Los Angeles. I happened to attend. All the proponents came in and told about the glories of their sites and the communities and what they were going to do for the University.

I remember when the Board went into executive session, Governor Richardson, who was president of the Board of Regents and presiding, commented they'd been offered everything including drinking sewage water. The basis of this was that one of the sites east of Los Angeles was under discussion, and someone asked, "Where do we get our water?" It seemed that the sewage from the area was all purified and drained out near Pomona somewhere, and was reputed to be perfectly good drinking water. This was the way we would get our domestic water on the campus. So this was Richardson's announcement that we'd been offered everything including drinking sewage water.

The sites narrowed down; some of them were too small,

RMU: some of them were topographically not attractive-- they narrowed down shortly to five. And then narrowed down really to four. The five that were remaining were Palos Verdes, a large ranch in Fullerton, the Hastings property in Pasadena, the Westwood site that was subsequently chosen, and a property in Burbank. The Burbank site was dropped and this then brought the number down to four.

VAS: Why was Burbank dropped?

RMU: The Burbank area seemed a little hot and not very attractive. It was a barren, bleak--well, not bleak--barren, hot area, and it wasn't in either a heavily populated area nor was it big enough to amount to very much. And the climatic situation hurt it, as it did the Hastings property in Pasadena. There were two sites in Pasadena, by the way. The one up north of Foothill Boulevard then became one of the final four.

VAS: That would be up about, up near the Rose Bowl?

RMU: No, it's further east. A little further east than that. Out near Altadena. So finally the...

VAS: As well as the other Pasadena site?

RMU: The other Pasadena site was in South Pasadena, near Cal Tech. But it was small and the University, by that time, had decided that it had to have quite a few acres. It hadn't quite set the acreage, but 200 was the minimum being discussed

RMU: and there was a hope for about 400. The Fullerton ranch, by the way, had 1400 acres, but it was dropped out, mainly because the final conclusion was the campus had to be close to the students.

A survey was taken as to where the students lived and how many of them commuted, and it finally developed that over fifty per cent lived in the City of Los Angeles and the rest of them lived within a closer commuting distance of Westwood than of any of the other sites that appeared attractive.

The sites were carefully studied by many Regents. I took a number of them on visits to the Palos Verdes site, the property in Pasadena, the Fullerton site; I don't remember taking very many of them to the Westwood site. That was so easily accessible, they all could get there without any trouble anyway.

I remember one tour where I arranged to take President Campbell and vice-presidents Hart and Sproul to the Fullerton property and the Palos Verdes property in Mrs. Sartori's automobile, which went through Orange County at about eighty miles per hour, much to the worry of Dr. Campbell. I think he couldn't quite understand that police officer out in front blowing the siren to get us along. Of course, I had arranged that, but I never admitted it. We had to cover the ground. Dr. Campbell was a little surprised at what was going on.

VAS: You didn't tell me much about the Palos Verdes site.

RMU: The Palos Verdes site was on the eastern side of the property. It did not face the ocean at all, although it was advocated as a beautiful site. Part of Palos Verdes overlooks the Pacific Ocean. This really looked over Watts and the industrial area on the east side.

I remember when Ralph Merritt came down late--he'd been east and he came down late; he'd been a Regent for a couple of years--and I took him out there. It was a very wet, muddy day. We had a big automobile and if the automobile couldn't make the top of the hill, they had a Ford that might be able to make it and after that, they had two saddle horses placed out to go the rest of the way if the car got stuck. When we came back off the trip to the top of the hill, Mr. Merritt commented to the effect that this Palos Verdes site didn't look at the ocean, it looked on the freight yards down in the industrial area on the other side. Then the advocates finally decided that they could push it a little towards the west so a little bit of it would be over the brow of the hill looking to the ocean. But very little of it would ever face the ocean.

VAS: Now the big interest in locating a campus--you probably know this but it just now occurred to me; you probably understand this better than anybody...why is ~~it~~ that an area wants to have a campus, a developer wants to have a campus of the University

VAS: located on his property?

RMU: Well, a campus seems to give some kind of tone to the area and build up the prices of all property nearby. Many of these sites, the majority of these sites--if not all of them--were offered for the campus finally free and clear. Now the Westwood site cost the community about . . .

VAS: What you just said about this, all of the campuses cost us nothing except UCLA and the circumstances. . .

Who Pays for the Campus?

RMU: Well, the UCLA campus did not cost the University anything, but it did cost the community almost a million dollars. In other words, here was the property owned by the Letts estate, managed by the Janss Investment Company--Harold and Edwin Janss, the principal operators of this real estate concern. When this was chosen, it was chosen on the condition that it would be free, because other sites would have been accessible. For example, this big property in Fullerton would have come without any cost.

So the Regents said all right, the Westwood site was what they'd have, but it had to come free. The price

RMU: then was set by the Letts estate through the Janss Investment Company and the committee went around to raise the money from the community that wanted the University there.

The community was the neighboring cities of Los Angeles County: this was in the corporate limits of the City of Los Angeles, close to Santa Monica, very close to Beverly Hills, and not quite so close, but near Venice. In other words, it would have an effect on the development of those communities and so these city councils decided to go before the people with bond issues to raise the money to buy this site.

The story has often gone out that the Janss Investment Company gave this site to the University. Records show clearly that they put a price on it and the property was deeded after the costs of the site were paid to the then-owners. The University, however, didn't put any money in it whatsoever.

VAS: But, most of the people who proposed sites were developers, is that right?

RMU: Well, either developers or public citizens and officials in the communities. Everybody wanted the University near. I would say the developers might have encouraged the city fathers in various communities to propose the

RMU: sites or sit on a committee or something of the kind, but the developers would not be generally the ones who would be giving the property. They'd want their money out of it. The communities or somebody would have to subscribe to get the money to buy it from the developers. But the developers would get a great interest--the same thing has been noted on other campuses.

VAS: Incidentally, I wanted to ask what has been the experience . . . well, UCLA built the Westwood . . .

RMU: And Westwood came out to be a tremendous area of fine homes, fine stores, very high-priced, too high-priced for students, but very attractive to professional people, business people. The area around Santa Barbara has developed very expensive real estate near the Santa Barbara campus. This, of course, has yet to be determined at Irvine, but the Irvine property all around is owned by one group and I'm quite sure that the Irvine estate knows perfectly well that the leasing and the selling of property as they sell it in that area will benefit it tremendously, or they wouldn't have given a thousand acres. Well, this is a great asset to a community; perhaps the only community that doesn't appreciate that it is so is Berkeley. Well, anyway, the University is here and can't be moved.

VAS: Been here a long time. Now let's talk more specifically about Westwood and the advantages of that site as everyone recalls them.

RMU: The Westwood site was in a reasonably good climatic area. It wasn't as hot as the Pasadena site, the Burbank site, or the Fullerton site would be. It was closer to the great preponderance of students. Transportation was reasonably good and expected to be better. Negotiations for one thing, were made with the Pacific Electric Railway to bring a spur line, a branch line, up from the Santa Monica electric line into the campus and on the projection of Westwood Boulevard that goes to the campus. A twenty-two-foot central strip was set aside for the Pacific Electric Company to run its streetcars right up into the campus. This never came to pass and that situation in regard to the railroad was changed.

But it was close to Los Angeles. It would have behind it the civic pride of the biggest city in California. And, as I say, close to the student population that would be expected to go there. It, again, was a site that would be developed very nicely. It had rolling hills on one side; it didn't have very many trees on it-- there were a few pepper trees in one place. It had a fine central plain of acreage which could be used for

RMU: athletic purposes, and later on partly for agriculture.

It was easy to develop. It had a picturesque canyon in it which started out to be developed but finally was filled to get more acreage because the campus was getting very crowded with 400 acres, or thereabouts, that the University had; that had proved all too small very soon.

But it had great advantages in many respects over all the others. In my opinion, the only one that could possibly have competed with it would have been the Fullerton site, because of its tremendous size; and later, they had an agreement whereby you'd even have a little place on the beach down near a lagoon somewhere where you could get some ocean access for sports. But that was the only site that could really have competed with Westwood.

VAS: Was it Fullerton where you would drink sewage water?

RMU: No. That would have been a ranch down near Pomona.

VAS: Now, we had Riverside all along, the Riverside campus we'd had since 1907 or so . . .

RMU: Riverside was really an agricultural experiment station although it did have some instruction on subtropical horticulture and citriculture for graduate students. But

RMU: otherwise it was an experiment station.

VAS: Was there ever any indication of trying to combine Riverside and UCLA administratively?

RMU: No, never any indication of administrative combination. Later on, a great deal of the agricultural studies that were going on at the Los Angeles campus were moved to Riverside; but it was transferred, or is being transferred, away from UCLA because, as Regent Pauley said, every orange grown in Los Angeles costs \$5. It was no place for an agricultural site. There were reasons why it had some agriculture to start, which we can go into when you get around to it if you want.

VAS: This is Los Angeles?

RMU: Los Angeles, yes.

VAS: During the search for the site was there any serious discussion of an amalgamation with what became Cal Tech?

RMU: I never heard of any.

VAS: Wasn't there--in 1911 there was some (this was before your time, certainly)--faculty concern about a technological institute being established down there? Was that Cal Tech, do you know?

RMU: I wouldn't know.

VAS: But you wouldn't know . . . because I noticed here that somewhere along the line in one of these books there was

VAS: an idea that by locating in Pasadena they might work out some kind of an affiliation or an amalgamation with C.I.T.

RMU: Well, I'm quite sure the adherents in the Pasadena area must have thought this was a fine idea and that there could be a collaboration back and forth and so on-- just as there is collaboration in our graduate work with Stanford now. But this never got any strong advocacy that I ever heard of. And I don't think that Cal Tech would have ever wanted to give up its independence.

VAS: You don't know of any reaction of those people to the whole . . .

RMU: No, I don't think there ever would have been any objection in the Pasadena area if the University had come in there. We were quite welcome. Everybody in Pasadena wanted the University there, but it was to be an independent University.

VAS: What were the reactions, do you recall, of the southern Californians, say, to the University starting in Westwood?

RMU: Well, I think the reaction could be indicated by the fact that they passed the bond issues in four communities to buy the site for it. So I think the public having gone to the polls and passed the bond issue must have said they wanted the idea, liked the idea.

VAS: I meant the University of Southern California.

RMU: Oh, I don't know; I had no contact with the University of Southern California.

VAS: Well, I'm just covering a few bases there.

RMU: I can't give you an answer to that one.

The Southern Branch Committee

VAS: What about the members of the Southern Branch committee? Do you remember who they were?

RMU: Well, Mr. Dickson was the chairman of it, always, as long as I can remember; Mr. Cochran was a member, although he wasn't quite as vigorous in matters connected with the University; John R. Haynes was a very active member (he was a physician in Los Angeles, I don't know whether he kept up any medical practice, he was always interested in public affairs of one kind or another, as indicated by the foundation created after he died); and Mrs. Sartori. Those were the four southern Regents. There were one or two other members of the southern committee as I remember. I think Mr. Rowell was also a member of it.

They had one or two other Regents on the committee but the predominance was southern Regents and they met

RMU: quite frequently discussing matters involving the University in other southern California schools, colleges, and institutions.

It wasn't just a UCLA committee. Once in a while a matter of construction or some change on the La Jolla campus would come up and these people would have to talk about it. They had some small contact with Riverside, but not very much because there was an agriculture committee of the Regents. So it might almost be said that they interested themselves in UCLA, Los Angeles Medical School--the medical building we talked about-- and La Jolla.

VAS: Did they have much independent authority in respect to the operation of the Los Angeles campus?

RMU: No; no committee of the University had independent authority. All committees weighed matters, discussed them and made recommendations to the Board. Now, when they went over some matters, if they didn't affect the other divisions of the University, generally the Board would approve their recommendations, as it is expected to generally and does with every one of its subcommittees. They had a study committee for the various affairs and most times the committee report is acceptable to the Board, although sometimes there is discussion. But the committees have had no independent authority.

VAS: But they were a strong group?

RMU: Strong group in their local cause.

VAS: And stubborn?

RMU: No comment, even though all of them are now deceased.

No comment.

Agriculture at UCLA

VAS: Well, let's talk about agriculture and what was the general thinking with respect to agriculture at UCLA?

RMU: Well, as the selection was being narrowed down and it was pretty well understood that the Westwood site was to be the chosen site, the Chamber of Commerce of Los Angeles, largely because it had a very, very aggressive agricultural committee, expressed some concern about the University going to Westwood and, therefore, not providing an education in agricultural matters, which southern California deserved and needed.

There was a man named Dr. Clements who was the head of the chamber of Commerce committee on agriculture. There was another man named Rosecrans, I don't know what his activity was, he was not on the staff of the chamber of commerce, but he was very interested in agricultural affairs. They were very strong in advocacy that this

RMU: campus could not serve the needs of southern California. There was a lot of discussion with the late Robert W. Hodgson, who was the University's farm advisor in charge of the Los Angeles division.

Finally these people--not Hodgson, but the others--indicated that they were going to the legislature to try to prevent the selection of this site and the University-backing, state-backing of the appropriations needed. The Regents could select the site, all right, but if they didn't have some way of building the buildings, it wouldn't do them any good to have the site.

So I remember being at a meeting one day in southern California in an office where we were meeting with this Dr. Rosecrang; Sproul was going down to meet him and he took me along, I guess as a witness. And as we got there, we found Robert Hodgson coming out of the office. We were quite sure that he wanted to have some agriculture down there but he looked a little pink in the face as he was going out.

We went in and then Sproul indicated that the University would be willing immediately to put in ten acres of agriculture on the campus and would expect to reserve up to forty acres for more agriculture on the campus. Now this was a pretty small site for agriculture

RMU: and some of the city citizens' committee were not as strong for this as others were.

I remember talking to James R. Martin, who was the secretary and probably the most active member of this citizens' committee of fifteen, that the University would go along with it. I think he was a little unhappy about any agriculture staining this beautiful campus, as far as that goes, in his opinion. But he had to go along with it if they got that site in Westwood. So the citizens' committee agreed to this thing too.

Well, the University put the ten acres of citriculture out there on the campus and did add some other things that were related to agriculture, but there was never any room to actually have any exclusive acres. And by and by, it had to be realized that agriculture didn't belong on the campus; the Regents were somewhat against it; the southern Regents knew that the campus was getting crowded. Regent Pauley was very definitely of the opinion that none of it belonged out there. As I said before, he said that every orange grown out there cost \$5.00. He thought that they ought to all be taken out to Riverside or elsewhere. But it was started to appease the chamber of commerce in its vigorous advocacy of this matter.

VAS: Was any of this part of the controversy that the University got involved in, in agriculture in, oh about, 1921? Is

VAS: any of this a part of that?

RMU: I don't think so. I think all of this was strictly local. I don't think it had any bearing on the other matter of whether there should be a separate college of agriculture, separate agriculture school. I think this was strictly a local matter.

VAS: In other words, Clements and his group were not active in that other movement to your knowledge?

RMU: Well, I wouldn't know that because in those days I had no access to that information.

Site Selection Committee

VAS: Now let's talk about this citizens'--you called it the citizens' committee?

RMU: Citizens' committee? I don't know what--the name is in that book, Martin book; you'll find the name. I don't know the real name of it.

VAS: Let's talk about the committee. You recall the committee of fifteen, and you say Martin was the secretary.

RMU: I always felt he was kind of self-appointed although Mr. Sartori probably went along with the idea. I can tell you a little about some of the people.

VAS: These people, there are two committees involved--the

VAS: committee of seventeen to select the site and that was O'Melveny, Sartori, Chandler, Martin, Dunn, Robinson, Muma, Elasser, Earl, Garland, Stern, Valentine, Miller, Lyman, McFie, McKee, Tuller. Now there was also another committee, apparently, sort of central committee for this campaign to raise the money, is that right?

RMU: Yes, I think so, but it stemmed largely from here but with a lot of University of California alumni. Now I am not quite as familiar with that committee. I can't give you very much on that committee.

VAS: But is this the committee of fifteen you were talking about?

RMU: I think I was confused, though. I was never mentioning anything but the site selection committee. When you said it was fifteen, I thought it was seventeen. I was referring back to this site selection committee.

VAS: I see. All right. What is that. . . you were going to go down the list of some of these names and tell me . . .

RMU: Well, as I said, Henry O'Melveny was a graduate of the University of California back in the seventies or eighties, somewhere back there, head of one of the most important, prominent law firms in Los Angeles. Joseph R. Sartori was the president of the Security Savings and Trust Company; later on it became the Security First National Bank at Los Angeles.

VAS: O'Melveny became a Regent.

RMU: His son, Stuart O'Melveny, became a Regent. I don't know whether Henry O'Melveny was a Regent or not. Stuart, one of his sons, was the man who was president of the Title Insurance and Trust Company.

Harry Chandler was the owner or publisher (whatever title he had) of the Los Angeles Times. James R. Martin was a partner in the stock and bond house of Frick, Martin and Company. W. E. Dunn was attorney in the firm of Gibson, Dunn, and Crutcher, another big Los Angeles law firm. Henry M. Robinson was the president of the First National Bank at Los Angeles prior to his consolidation with the Pacific Southwest Trust and Savings Bank and the Security Bank.

Irving J. Muma was a graduate of the University of California. I think he probably was in the insurance business; but I don't remember him very well. Nor do I remember Mr. Elasser, so I can't give you any information.

Guy C. Earl, Jr., was the son of the Regent who lived in Oakland, Guy C. Earl. He was the owner or publisher or something, before Mr. Dickson, of the Los Angeles Herald Express..

William M. Garland was the head of one of the biggest Los Angeles realty firms and there is a Garland Building in Los Angeles which he erected. Charles F. Stern was the executive

RMU: vice-president of the Pacific Southwest Trust and Savings Bank at Los Angeles and he had been state superintendent of banks. He was a graduate of the University of California.

VAS: Mr. Garland, was he any relation to the Garland who later became a Regent ex officio?

RMU: I don't know. I don't remember any Garland as a Regent. He was a real estate operator. William L. Valentine, as I remember it, was the owner of Robinson's Department Store. Clinton E. Miller, I believe, was a real estate developer. He was a graduate of Berkeley and one of those who helped steal the Stanford Axe and had been a prominent member of the alumni association for years. Ed Lyman I don't recall. Maynard McFie was an insurance man, also a graduate of Berkeley. Henry S. McKee I can't recall. And Walter K. Tuller was a graduate of the University of California and I think he was an attorney.

How they were chosen, I don't know. I imagine that most of them were friends of Mr. Dickson and Mr. Cochran and probably, to a large extent, members of the California Club. But they were the prominent citizens of Los Angeles.

VAS: There is a note in here that . . .

RMU: Oh, by the way, I would say the dominant workers in this

RMU: arrangement were probably James R. Martin and Mr. Sartori.

I remember being at a meeting one time at which Mr. Sartori was present when they were trying to get the Beverly Hills city fathers to put the \$150,000 or \$125,000 bond issue before the public. And the people of Beverly Hills--"well, how do we know the University is ever going to locate out there?" And Mr. Sartori made a personal guarantee that if they didn't, he'd pay off the bonds. I heard that myself. I think he could have afforded it!

VAS: And it was his wife . . .

RMU: His wife was the Regent.

VAS: At this time?

RMU: Yes.

VAS: Now, after the selection of the Westwood site, there is a note here that the Jansses decided to discontinue development until the University got everything planned. Had they plans for this area before the University selected . . .

RMU: I don't know that. I dealt with them only after the site was selected, and then first after we moved out there, and so on. But I did deal with them a good deal because we had to have common studies as to the utilities that might be needed in the area--the sewers and the water service and so on. The Pacific Electric Railway line that I

RMU: referred to would have had to come up through property south of the campus, through the area of the Janss Development. But I don't think that they were fully along with their development. Of course, as soon as the University took it over it probably changed their entire picture so they could start to develop it to the best result because the University was there.

VAS: Did Wolfskill Ranch, Letts property, and the Westwood property--these are all . . .

RMU: One and the same thing.

VAS: All one and the same . . .

RMU: Well no, the Wolfskill Ranch and the Westwood area was wider than the 300 and some 75 acres that originally came to the University. The University was offered 375 acres in this general area and had the right to pick out the 375 acres. And in picking it out, the first thing that we determined was the boundary streets.

Boundaries and the Boundary Committee

RMU: It was first thought that the University might back up to half blocks, but the University boundary committee, which I will describe, said nothing doing on that. There had to be

RMU: a street all the way around the campus and the street was put around the campus originally except for a small piece which was south. That street never was developed. Later on, it wasn't needed because the University bought about eight more acres, carrying it down to the lower end of LeConte Avenue.

This site committee was chosen, I presume, at Sproul's nomination, but served probably under Campbell. It consisted of Baldwin M. Woods, who was assistant vice-president of the University; B. F. Raber, who was in the engineering department--mechanical engineering; E. A. Hugill, who was the superintendent of grounds and buildings; John Gregg, who was the University of California's landscape architect in that development of the Berkeley campus; and Herbert F. Foster, who was the University's operating campus engineer.

I was not a member of the committee, but I served with it and walked around the entire area when the boundary was selected to provide a road all around the campus and contain within it 375 acres including the then so-called proposed faculty homesite, which was never developed into such.

Now all the property that came in, in this area, with the exception of about seven or eight acres which came from the Alonzo Bell property, came with this--these bond

RMU: issues came out of the Wolfskill Ranch. This small piece that came from the Alonzo Bell property came because Sunset Boulevard had been cut through the Bell property--which is now Bel Air, north of the campus--and left a few acres on the south side of the road, and left it something like forty-five feet above the grade of the street. Technically no access to it whatsoever unless you come through the University campus.

Building Restrictions and Faculty Homesites

RMU: Bell gave this to the University with certain restrictions on it--you never could build within a certain number of feet of the street, Sunset Boulevard, and it could be for a single-family dwelling, and certain other restrictions which meant really that it was part of the faculty homesite, but you'd have to have the fanciest houses on that because the lot size was restricted. I don't know whether anything has ever been built on that piece or not because of the restrictions, or whether those restrictions have ever been removed.

VAS: Is this the property that was supposed to be worth \$250,000?

RMU: I wouldn't know what it was worth, but it wouldn't be worth anything to anybody if you couldn't get to it because

RMU: you could not come through the University campus to get to it without the University's consent. There is almost no access from Sunset Boulevard. As I said, the top of it as Sunset went over the grade and down to the west was about forty-five feet above the street. So it had no use to the Bel Air property, but Mr. Bell put restrictions on it which were the same restrictions in the deeds on all his property and also he was very careful to see to it that what was built on that property wouldn't be a detriment to the property across the street.

Now the big dormitories on that so-called faculty homesite loom up very high, and much higher than could have been built on the acres that came from Mr. Bell. This has not been any matter of great joy to the owners up in Bel Air who sometimes can't have the unrestricted view they thought they had when they got their property. But one, when he buys a piece of property, doesn't buy the rights of the development of all his neighbors.

VAS: So this . . . the dormitories now are on the old faculty homesite?

RMU: Yes.

VAS: Except for what area? What area is it that you are talking about now that . . .

RMU: There are a few acres--about seven or nine acres--right

RMU: at the north, northern-most part of that land, right adjoining Sunset Boulevard.

VAS: Is that about where that new recreation area is?

RMU: I think that probably is working up into it, although I don't know. If it is on it, I don't know how it is there with the lot restrictions unless the lot restrictions have been changed. I would imagine it probably is moving into that area, which otherwise would be useless.

VAS: Well, what influence did the Janss brothers have on development of the campus? Bell had this influence, the Janss brothers were apparently planning to develop the rest.

RMU: The only influence that anybody else had on it was the deed restrictions that came from the various cities to state that the property was to be used for University purposes. And there were no other restrictions beyond that.

VAS: This would prevent the University, for instance, from selling some of this property for homesites?

RMU: University purposes or purposes in connection with--the faculty homesite would have been all right on that because you could say that the faculty living on the campus was a University purpose. Stanford has it on its campus.

VAS: The University would have sold these lots to the . . .

RMU: They were going to be leased. The title could not have been transferred. No, they were going to be leased on long,

RMU: long term leases, just like the Stanford property.

VAS: And this was planned into the campus plan, faculty homesites were planned . . .

RMU: There was a committee to plan the development. I was a member of the committee.

VAS: Even after the long business the Regents went through on faculty housing at Berkeley and finally rejected?

RMU: I didn't know there was any faculty housing.

VAS: Back in the very early days.

RMU: Well, I don't think that had any bearing on it whatsoever.

VAS: Why were they thinking of faculty housing? Because it was isolated?

RMU: Well, the reason for the faculty homesites was it was going to be an expensive area. There was no question about that, everybody could see that coming, and they wanted the faculty near the campus. Those that lived down near the old Vermont Avenue campus--that was nine miles away and pretty inconvenient and I think they were quite sure that the faculty wouldn't be able to afford the lots and the kind of buildings that might be restricted by some outsider, and the University could, perhaps, develop it.

Actually, plot plans, streets, and everything--and utility lines--were designed on drawing board, yes on maps,

RMU: blueprints, but the question then came up, how would the site selection be taken care of and in the next place, how would you finance it? You couldn't get the money from a bank; the University didn't have enough money, and while all this was going on, little by little, faculty were buying sites in the area and over in the San Fernando Valley. And it wasn't quite sure that everybody wanted to live on an "army post" so the matter was dropped. There was a lot of extensive work on this. There was a University committee of five, of which I was a member, to work out a plan.

Students in the Bond Campaign

VAS: Let's talk a little bit more specifically about this campaign to get the money for the acquisition of . . .

RMU: Well, when it was determined that there was to be a price for the land and somebody had to pay the owners and the issues were approved by the several city councils, committees were formed on the campus and downtown. Those that were interested in the University could try to influence the press--the press, of course, was much concerned in Los Angeles about the site being out there, and I knew of no

RMU: disappointment of the press in the small towns nearby.

The students who lived in Los Angeles were to try to influence all their friends and relatives and to actually work at the polls when the election came up, and this they did. There were rallies held on the campus to incite the students to more vigorous action. Of course, this had no effect upon the people who lived in Pasadena or Santa Barbara or anywhere else; although those people, if they knew anybody in Los Angeles who would be a voter--Los Angeles or the other cities--they were to do this. There was quite a strong activity on the part of the students to get these bond issues passed so that the site could be acquired.

VAS: What role were you assigned during this stage, or was this before you went south?

RMU: No, I was living in Los Angeles then. I was the business manager then. I didn't really have any big role in this one. I had quite a prominent role in the next bond campaign that went through for the University of California as a whole, but in this, I didn't have much part.

VAS: Who, in the University, was mainly responsible?

RMU: I think the Dean of Men, Earl Miller, and the Dean of Women, Mrs. Helen Laughlin, were the ones that were active in getting the students organized in this matter.

VAS: Was this primarily a student campaign?

RMU: Wes, primarily a student campaign as far as that was concerned.

I think the committee to advocate, to select, the site probably took some interest, mainly on getting strong backing from the press. Well, the press was quite strong for this thing, anyway. It was a student campaign more than anything else. The Univeristy didn't have a strong enough alumni group at Los Angeles at that time to take much part in it. They had some graduates, yes, but the graduate group was a very small group.

VAS: Martin managed the fund-raising--he was sort of secretary of that--as well as the site . . .

RMU: Yes, I think largely self-appointed.

VAS: But was the whole deal that the citizens of these various cities passed bond issues for the amount subscribed to by each of their city councils for the purpose of buying this property?

RMU: That's right.

VAS: Now tell me again about this special legislation. (I think the machine was off when we were talking about the special legislation)

VMU: In order for some of these cities to be able to buy property outside the corporate limits and give it to the University, the state law which permitted cities to give property for this sort of purpose within their corporate limits was

RMU: amended by just putting in the words "or without."

So then the law became [effective], they could give property within or without. So this had to be passed by the legislature so that Santa Monica, Beverly Hills, Venice could subscribe--acquire the land. They actually acquired the land and then gave it to the University in one bundle. It came in one bundle with a separate deed from each one of the communities.

VAS: Do you remember any of this movie or any of the other things that were produced in connection with this?

RMU: No, I didn't go to it.

VAS: Did you know that it was made?

RMU: I knew that it was being made but I was a little busy with some of the other people.

VAS: Did we inherit with the Vermont campus a movie-making interest at UCLA? Was there anything like that at Vermont?

RMU: No, but the Vermont campus was the setting of a few shots of campus scenes, not connected with UCLA matters.

VAS: There is a question here about Beverly Hills maybe being asked too much. You mentioned their question about whether it would actually be built up here. Was Beverly Hills reticent on other grounds as well?

RMU: I don't think that the price was serious. I think that they would have been much happier if Los Angeles had footed the

RMU: bill, but after all the bite was put on them, I guess, and it was right next door to them and they were certainly going to benefit from it. And so they went along. But I knew it took a lot of persuasion for Mr. Sartori to get them into the picture.

VAS: What about this deficiency of \$100,000 that is mentioned here? What about that?

RMU: I don't recall any deficit. I do recall that the county of Los Angeles was supposed to come in on the deal in some way. There was something lacking but I don't think it was a deficit. But they did agree to pay, or to a considerable extent pay, for the streets outside the campus. This was in the city limits and normally the city streets should be paid for by the city government. But they did contribute towards, in my understanding, the pavement on LeConte Avenue--no, Gayley Avenue--on the east side of the campus. I didn't think it was as much as \$100,000, but I can't recall the figures.

VAS: The Regents put no money into the land acquisition at all except for those extra pieces that you mentioned?

RMU: They--the only thing they did--bought five acres from the Janss Company. I guess it was still the Letts property, where the medical school entrance is now. They bought

RMU: the University Religious Conference Building--I arranged these-- and the site lot for the Westwood Christian Church.

I negotiated all these three pieces and that blocked the rest of the campus to the south, and then that projection of a proposed road never had to go in. But the only properties that the University bought were these properties and then, later on, they did buy a couple of lots (oh, many, many years later on) out west of the campus as a kind of corridor or tie between the campus and the west medical campus. But to my knowledge it has never been used for anything.

Planning the Site

VAS: Let's talk some more about the site planning. We talked a little bit about that. You were a part of the committee that planned it. Why--did you tell me, and I have forgotten about the selection of the access for the campus. . .

RMU: Each building had an executive architect. George W. Kelham was named as the supervising architect for the campus. The other principal executive architect was the firm of Allison and Allison in Los Angeles. George Kelham was a San Francisco architect and had done some work for the University at Berkeley.

RMU: In determining where the buildings were going to be, they had to determine what the main access to the campus was going to be for the first buildings. And peculiarly, Mr. James R. Martin had arranged to have a founder's rock on the Los Angeles campus because there was one at Berkeley. And they went out to Hemet and got a great big boulder that practically broke down a flat-bed truck, brought it out to the campus, and dumped it where they thought the access was to be, just on the east plateau of the campus, east of where the canyon and the bridge were.

When George Kelham came south, he didn't like that access, so he had me walk over to a certain place and he decided to sight over me while he was looking around choosing the access. Because of the choice of the access, they had to move that rock twenty-two feet.

I was hoping the rock would be moved far enough down the hill into the gully that we were going to fill up so that the rock might disappear. But the rock was moved twenty-two feet and then the access was right across this rock. Later on the rock was picked up and moved out to the extreme eastern part of the campus. And I think it moved once again, and now it is fairly well covered with

RMU: shrubs and the eyesore is gone.

But Kelham had chosen the access, and then after the access he designed the esplanade--the main plaza. He designed the library building and the chemistry building, the original chemistry building, which now has another name.

Allison and Allison firm, largely David Allison, who was the artist of the two, designed Royce Hall and the diagonal building that was across the esplanade which was then used for physics. All these buildings were on the west side of the arroyo, the big canyon over which the bridge was put. Kelham was the supervising architect; he laid out the plots of the original buildings and so on. Later on, after his death, David Allison became the supervising architect.

VAS: Who was mainly responsible for the style of the architecture?

The red brick . . .

RMU: I think that was a collaboration between Kelham and Allison. Their buildings were a little different, but they generally carried out what they call Lombardi architecture.

VAS: Why did they build a bridge before they built anything else?

RMU: There was no way to get to the other side of the campus.

RMU: The main part of the campus was on this sort of plateau which fell away to the south and there was a small amount of it on the other side of this canyon--where the administration building now is and the law school. There was no way to get to the campus except come up from the lower ground, the agriculture and athletic land, unless they put this bridge across to get to the campus. So the bridge was put in; it cost about \$100,000 to get over there. Then the bridge, of course, later on, just became a street because the canyon was filled and there are buildings on it now. But there was no way to get to the main part of the land without building that bridge.

VAS: But this was a big deal when it was building, wasn't it?

RMU: Oh yes, yes.

VAS: This was something that everybody was quite . . .

RMU: Oh, it was a beautiful architectural gem; it was a great thing. Then they covered it up to the street level.

Moving Days--1929

VAS: What about the move? How did you accomplish this?

RMU: The move took place in mid-August of 1929. The moving job was mine; I was supposed to organize it and get it

RMU: done. We had an arrangement whereby any piece of apparatus or furniture that was not needed for the rest of the spring semester and wouldn't be needed for the summer school which was held on the Vermont Avenue campus was tagged with a certain color tag saying what its inventory number was, what room it came from, what department it belonged to, where it was going, and what room in the new building. And any time this so-called green tag or yellow tag (whichever it was--let's say green) appeared on a piece of apparatus or furniture or equipment, it was moved out of that classroom or that office and it was sent out to the new campus if the room was ready to receive it.

This was going out on a couple of trucks the University owned. Every day something was going out. All the equipment that was needed for the summer session. Those tablet armchairs, the desks of the office staff and so on, that weren't needed until the summer session was over had a different color tag on them. It had the same sort of information on it. And that couldn't be moved until, I believe, August 9, 1929.

On that particular date (the summer session concluded at 2:00 the afternoon before) I had about 150 students on the Los Angeles campus that afternoon and 150 more on the other campus the next morning. Everything

RMU: was moved down into the lower hallway on the first floor of each one of the buildings. I arranged with, I think, about twelve of the truck companies, van companies, that had big, covered furniture vans to arrive on the campus at 7:30, 7:35, 7:40, 7:45, five minutes apart, to draw up to each building.

The campus was parceled out to Mr. Davie, the superintendent of grounds and buildings; Mr. Maclise, assistant comptroller, who came from Davis; Mr. Dodds, the accountant; and Mr. Wilt, the purchasing agent, four department heads, in effect. I also had Mr. Maclise who came to help me with the move, etc. They took care of the sections of the building. I was the main boss in the situation.

When the truck drivers arrived with their trucks at the building where they were sent, before the drivers could get their coats off, there were students handing them up desks and tablet armchairs to put in the trucks. So those trucks were out of there in nothing flat, as far as that goes.

And some of the trucks made five round trips in one day. As a result of this, 96 truckloads went out in the first day. I made two round trips to the campus to supervise something on the other end and I got back at

RMU: 10:30 that night, after dinner--I don't think I was ever quite so tired in my life.

The following Monday morning we dismissed most of the trucks because the job was almost done. We kind of indicated that those who didn't do a very good job would not be back on Monday morning. Well, a lot of them weren't back because there was nothing to move.

Thirty-eight truckloads went again that Monday and then we had to keep enough for the staff to work on until the following Friday morning when the final move took place.

There was one set of tablet armchairs broken and one set of correspondence to the old Normal School in 1899 that was lost in the performance. But everything else was put back in the rooms. The students on the new campus were there to receive the freight when it came in and take it right up to the room where it belonged. So about inside of one week we were ready for business.

The administrative office was there. There was a lot of grumbling from the trucking companies that thought they were going to have a life work on this job, but there was no life work; the whole job was done in one week, mostly in three days.

It was quite a job. I don't know how my staff and

RMU: I were able to handle this, but it was studied out; we had plans for this thing. Nobody told us how to do it; we didn't get any advice from the trucking--from the van--companies. We just laid out our plan and went to work on it. It was a lot of fun, but tiring, I'll tell you.

After that then came the final adjustment on the campus. I remember a day or two later on, as we moved in, I got a call from Dr. Moore in his office in the library building, on the first floor--I was down in the basement of the library building--to please come up because the Janss brothers were there and were in trouble because they didn't have telephone service in the village.

There were two telephones, but that's all they had, so Dr. Moore told me that we were all in trouble with the telephone company, so we've got to come up and see what we can improve; we hadn't any telephones.

I said, "Have you picked up that instrument on your desk?"

He said, "No."

"Well, pick it up; something will happen."

He picked it up and the telephone operator wanted to know where he wanted to go and he said, "You mean we've got telephones?"

"Sure," I said, "we've got nine trunks into Los

RMU: Angeles and four out to Santa Monica. There is a telephone at every single desk."

And he said, "Well the Janss gentlemen . . ."

I said, "I can't help the Janss Company.

The telephone company gave me everything I wanted."

And he said, "Well, how did you do this?"

I replied, "About a year ago, I had each professor spot where his desk was going to be on the blueprint of the rooms assigned to him. The telephone conduit was set where he said his desk was going to be. Then I ordered the telephones. The telephones were ordered over a year ago, to be delivered within a certain period and they were all there when we moved in. We were ready for business."

We had no trouble. As to the Janss people, I don't know why they didn't do the same thing. So I said, "I don't see how I can go to the telephone company and complain about anything. We are doing all right."

Registration Day--New Campus

RMU: The bridge getting over to the campus was being developed and the sidewalks hadn't quite been poured, but the gutters

RMU: had been poured. And it rained the day before we moved out--just rained, a heavy storm in August--and here we were with all the dirt and confusion, but the day before opening they managed to scrape off the dirt that was put on the cement and the gutters to cure them.

That was all cleaned out and so on. The day of registration--when we registered out there on the 29th of August, the students were coming in on buses on the east side of the campus and walking in four lines in the gutters across the bridge.

Now, they had a pole, a flag pole, which is still there, which was a gift of a man named Gimbel; he gave \$25,000 for the flag pole on the condition there would be a plate put on the flag pole showing a picture of a fish which was discovered in the Amazon by an expedition which he financed--this fish was called the "Pescatorus Gimbeli" or something of that kind. I managed to get a picture of this fish from the Smithsonian Institute so the designer could make the copper plate. It was put on the off-side of the flag pole.

There was a very nice elderly lady named Miss M. Bernie Porter, who was the teacher placement officer on the campus. Well, the day before the campus opened we got the flag pole erected by the riggers and the flag

RMU: was up the day we moved in. It just got up there the afternoon before, so I remember the next day, this Miss Porter coming to me and telling me that that flag was beautiful and the plaque--"I understand that the whole thing including the flag cost \$50,000 and it is worth every nickel of it."

And I never said anything about it, but she was all thrilled about the flag. I don't know; I think it was \$1,500 he gave for the mounting of the flag pole and everything--that's in order that we could perpetuate his discovery, his expedition's discovery of the fish.

Well, then there was a lot of other work developing, getting "shaken down" and so on--killing the flies that were coming in the windows because there were no screens, on account of the fertilizer being on the lawns and the plantings, and so forth.

And I remember sitting in my office with a railroad timetable in my hands swatting flies all the time I was talking to people.

VAS: Sitting with what?

RMU: Sitting with a railroad timetable in my hands, swatting the flies as I was talking to my guests. It was hot and there were no screens on the windows and the flies were enjoying the fertilizer that had been put out for them.

Responsibility and Southern Autonomy

VAS: Now you were, essentially, on the Regents staff?

RMU: Yes, responsible to the . . . I was responsible to Sproul, who was comptroller and secretary to the Board, and I was assistant secretary and assistant comptroller both at the same time. And I had officer status then.

VAS: And you had no relationship to the Los Angeles campus specifically at all?

RMU: No line relationship, I had staff relationship, as I had to all other divisions in southern California.

VAS: How did you work this out then, because you were keeping track of business operations not only for Los Angeles but for the other southern California installations? How did this work out in terms of just the logistics? How did you operate?

RMU: Well, while my office was on the Los Angeles campus, I spent one day a week downtown. We had an office in the Hill Street Building, Fourth and Hill, right over the Pacific Electric yards.

VAS: When was that office? Didn't that office open before the campus actually was developed?

RMU: Oh, about 1928, '29. Mr. Dickson used it a good deal. It had two rooms and I had a desk there. Every Wednesday I

RMU: went downtown to represent the University in any business we had with the architects, contractors, insurance people, whoever--business people in southern California, in Los Angeles.

I was provided with one of the first automobiles provided by the University for any staff officer because I had to make periodic visits to La Jolla and Riverside. I assisted, for instance, in the building up of the budget for the Scripps Institute.

We had a business manager on the Riverside campus, a man named W. D. Drew. He was responsible, in effect, to me, although he had much closer line relationship to the director. But he also had responsibility to me in all business functions. You see, Sproul, as the comptroller of the University, had all the business functions under the Board of Regents, rather than under the President.

He had to cooperate with the President, and did, of course; but I had my functions under him, and as assistant secretary and assistant comptroller, I was an officer of the Board of Regents. But I was responsible through Sproul to the Board.

I had to conduct proper and reasonable and cooperative staff relationships with the directors of the various divisions. I had to carry out--if they wanted some

RMU: business matter handled--I had to carry it out.

VAS: How easy was this, operating at some distance from Berkeley?
Did you have to do an awful lot of checking back and forth with Berkeley on things?

RMU: I was supposed to come north four times a year to Sproul's staff officers conferences. In addition to that, I had to write letters north all the time and telephone.

We, at one time, used to have to send every requisition up to Berkeley to have it approved by--well, I had a purchasing agent, but the general purchasing agent, Mr. Hovey, and either Sproul or his deputy up here at Berkeley, would have to approve the purchase. This was very inconvenient at times and sometimes the decisions weren't reasonable.

As an example, I remember one time I wanted to get some arsenic impregnated in starchy cards to put in the library and in the art collection to stop the silverfish from eating up the books in the library and the art collection. So I sent a requisition for a large batch of these cards to be put in the drawers and among the library books and so on. The assistant comptroller asked Sproul, "What's silverfish and what are these things for?"

And Sproul said, "Why don't you write to Underhill and you'll probably get a sassy answer, but you'll find

RMU: out."

So he did write to me and he wanted to know why it was necessary--what was a silverfish. So I remember I went to a man named Bennet M. Allen, who was the head of the biology department, and I asked him please to tell me something about the silverfish so I can answer this letter. So I got the life history of the silverfish, which was known as *Lepisma saccharina*, and I wrote all about his life cycle and what he did and what he ate and everything else. I sent this report back that I wanted the cards before the library and the art collection were eaten up.

I remember this fellow sending this to Sproul--
"Look at the sassy answer I got."

And Sproul said, "I told you what you'd get."

But we began to get a little more freedom in our direction. On the other had, I found out--I made a study that since everything had to go north, I suggested that all purchases for expendable supplies that did not exceed \$1000, or any piece of equipment that did not exceed \$250, be purchased locally and without any reference to the people in the north. I had a time schedule showing that the average time between the receipt of a requisition in the purchasing agent's office--Mr. Dimbleby is the man I refer to--to the time the order could be issued, was

RMU: fourteen days.

Now some of this, of course, was the time getting the bids and writing the order, but a lot of it was the wasted time sending these requisitions to Berkeley for approval.

So I put this all down, the fact that I didn't think that there was any useful purpose being served by this "monkey-shining" going on around there. I proposed that we cut down, as I said, the veto power of the north, showing this horrible example of how long it took and how everybody was complaining. I immediately got permission and then I cut the time down in general on these items in our approval to five days and then to three days for purchase power, with the matter dropping from fourteen days to three days.

Maybe this had something to do with the start of autonomy. But more and more power had to be given to the divisions to get things done. You couldn't run it continually from the north. This matter took place on the old Vermont Avenue campus, before we'd even grown up to the problems on the new campus.

Interview 4, July 11, 1966

LAND HOLDINGS, FINANCES, AND INVESTMENTS

RMU: You must have found something in that book of mine, h'm?

VAS: I did, and I'll tell you--I've got some notes that I've made since I sent over that questionnaire that is all relevant to this and is all in those books. Let's start out with this sale of the Vermont campus.

RMU: Ready?

VAS: Right.

RMU: When the University moved to the Westwood campus in August of 1929, it, of course, had a vacant piece of property on Vermont Avenue, twenty-five acres in one solid piece and a number of lots which would amount to about fifteen acres south of the campus. In regard to the land itself, the question came as to what to do with this area, which was a school, not a very modern one. The board of education of Los Angeles made an announcement in the paper that it was thinking of having a city college and inquiring as to how many students in the high schools, who were presumably not going to attend one of the real universities--for one reason or another--would be interested if such a school opened in September.

RMU: About 4,500 youngsters in the schools in Los Angeles, particularly in the Hollywood High School and other nearby schools, immediately announced that they would enter or expected to enter, a junior college or a city college, if one were established in the period.

City College and the Vermont Avenue Campus

RMU: Well, right then and there the board of education was on the spot. It had to get some kind of a place to open this because all the newspapers were putting out editorials approving of the plan of a city college. The only place they could look for was the Vermont Avenue campus.

So I was asked to discuss the matter with the Board of Education and determine the price. In some manner we made some sort of appraisal of the property and it seemed that \$2.5 million was a reasonable price for these buildings for which there was no other client possible. I attended a meeting of the board of education with seven members and the secretary, the superintendent of schools, and the business manager. It was determined that they couldn't pay \$2.5 million at that time, but they might pay for it on installment basis.

The next question that came up was how could

RMU: they make a binding contract without any consideration.

One member of the board said, "Well, would \$10 be all right?"

And I said, "Yes."

"Well, where are they going to get the \$10?" said somebody.

"Oh," I said, "a dollar apiece from everybody in the room ought to make \$10."

So each one forked up a dollar and I gave them a receipt for \$10 on a binding contract for \$2.5 million to be worked out on a basis.

So we cut the property in certain sections, selling the back end of it first and saving the Vermont Avenue campus until last. As a matter of fact, it took seven years to pay it off, but the \$2.5 million and interest along the way was paid off and the University put all that money into the construction on the new campus. As to those lots south of the campus, I talked about that before. This money went back to the state because the state had financed it.

VAS: Now on this, you say you started on the back and sold it first. Does that mean that you set the whole thing up in such a way that they would actually clear title to parcels, certain parcels, at a time?

RMU: That is right. They cleared parcels and the first part was the back of the campus with not much construction on it, or very moderate construction, and the final pieces on Vermont Avenue included the power plant, which supplied all the heat for the entire campus. So once they started with the back, they had to have the front and they had to get the more vital end of it, the power plant and the other buildings, finally; so this was a way of assuring that the University wouldn't lose the valuable property on Vermont Avenue and keep the poorer stuff on the back street.

VAS: Now this was all while the Vermont Avenue campus was still in operation? You, the University, was still located there?

RMU: Yes, we hadn't moved out and one of the conditions which the board of education put on was that they must have this property by the 15th or 20th of August.

I think they thought that was impossible, but they needed to get ready for the school in September. If they couldn't have it, of course, by that time, they couldn't get ready. So we agreed to leave in all the built-in equipment such as cabinets and fixtures in the walls, and take out all moveable equipment; as I said before, by moving the University in three days, we accomplished the vacating of the property and there wasn't any reason why they couldn't go ahead and do whatever little remodeling

RMU: they had to do to get the place in order. So we did it-- accomplished the move in time to meet the commitment for delivery.

VAS: Now then, in your reports to Sproul, you made references to the construction of the bungalows. Now were those bungalows constructed by the department of education in Los Angeles or by the University?

RMU: As I recall it, the funds to build them were provided by the board of education, but the actual construction was superintended by the University's construction crowd on day labor.

VAS: What were they for?

RMU: For a training school, as a grade school, for the teachers college. The campus was too small for the youngsters and the training building they had originally, so these buildings were put on the property we bought south of the campus in the two blocks mentioned before.

But the board of education made an arrangement to build them, and later on, two or three of them were cut apart, dismantled, and moved to the Vermont Avenue campus and used for temporary gymnasiums on the campus until permanent ones could be built. But the board of education provided the buildings and we acquired two or three of them from the board of education and moved them to the new

RMU: campus on a temporary basis. This was the grade school where cadet teaching was taught.

VAS: Is that where the city college is located now?

RMU: Yes, on the parcel of twenty-five acres, not the lots to the south.

VAS: Then they're still there?

RMU: Not where the temporary buildings were, but on the twenty-five acres on Vermont and Melrose.

VAS: That's when you made references to the training schools in your book. You were referring to these bungalows for cadet teacher training?

RMU: That's right. I think there were 600 or 700 youngsters in that school.

VAS: I want to check a couple of things here. What was the land grant survey that was made in July, 1928?

RMU: I don't recall that.

VAS: You mentioned in your report that you'd spent several weeks on it and then spent almost a month on it in 1928 on assignment from Sproul.

RMU: To study what?

VAS: To answer some kind of a questionnaire that was sent out by the government--a land grant survey in July, 1928.

RMU: Well, put it over and give me a note and I'll look it up. I can't recall it. Just give me a note on it as to where

RMU: the reference was and I'll look it up.

VAS: Well, I'll tell you, it's in that book, so I'll look it up and send it back to you. Let's talk about some of these other stations; Scripps--what was the status of that institution when you first went down to Los Angeles?

Scripps Institution and the First Boat

RMU: Scripps Institution at La Jolla was a research station in oceanography, marine geology, and marine biology. It had a few graduate students in those fields. The budget was very meager. There was some support, annual donation from Ellen Scripps; and I think there was some money coming from other members of the Scripps family. They had a number of cottages down there. As I recall, the budget was in the neighborhood of \$150,000 a year. It was made up by the Scripps annual donation and some small yield from endowments--not very much--and the rental from these cottages.

My function was to provide some business assistance to it. They had a secretary named Tillie Genter who really did whatever minor bookkeeping or minor business

RMU: had to be handled at the station. There was a director named T. Wayland Vaughan. He was an eminent geologist. I used to go to see him and make the annual budget, which was a weird affair because he would start with the Scripps donation, deduct two salaries from it, then he'd add something for some other purpose and take off the janitor's salary, add something else, take off something else, and put down the net rental of the cottages. It was a most peculiar budget that I ever saw made and used to take us about three or four days of patience and monotony to get the thing done. But it was a small operation and not very much was required at any moment.

VAS: But you did buy a boat for him?

RMU: Yes, on buying that boat--they wanted this boat for work. I was phoned by Sproul one evening, I guess around nine o'clock or ten o'clock, and he told me that he wanted me to get to San Diego as fast as I could on the 1:00 a.m. Santa Fe train, and buy this boat which had been impounded by the federal government because it was a rum-runner. And so I was supposed to go down and buy this boat as fast as I could.

I went to the campus and got the checkbook and perhaps even cashed the check out of the petty cash fund of some kind to pay for my railroad fare, and caught the 1:00 sleeper to San Diego.

RMU: I got down there early in the morning and was out at the Customs House. I bought the boat from the federal government, and all we did was get a little ahead of two fellows who drove down from Los Angeles in a car that day to buy the boat; but we owned it, and it was recorded in the Customs House by the time these fellows got to San Diego.

VAS: Is that the first boat that Scripps had?

RMU: That I recall, yes.

VAS: That was '25, 1925?

RMU: Yes. The first boat, as far as I recall. They may have had some kind of a dorry or a rowboat around the pier, but this was really the first research boat. It, later on, blew up and was destroyed.

VAS: Do you recall--I don't seem to have a note--what that was called?

RMU: I tell you, it was called the E. W. Scripps. I think it was named after the donor of the laboratory. I think it was the Scripps or the E. W. Scripps.

The Riverside Campus, Rubidoux and Whittier

VAS: I think you're right. Now the Riverside campus was at Rubidoux when you first went down, is that right?

RMU: No, the Riverside campus was at its present site. It also had one place at Rubidoux. The Rubidoux division was the division of Beneficial Insects and it had the agricultural chemistry department.

But the main work in citriculture, sub-tropical agriculture, other than those beneficial insects--no, I retreat from that, the beneficial insects operation was at Whittier and the agricultural chemistry division was at this Rubidoux station. But the main part of the campus was where it now is.

VAS: And, what kind of an operation was that?

RMU: Well, this was definitely a research area for citriculture, sub-tropical agriculture--such as dates and things of that kind that were not in the citriculture field. They had a few graduate students, but not very many. It was really a research station to aid the agriculture of that semi-desert area in southern California.

VAS: And was it financed out of direct appropriations?

RMU: From the state. And largely from the federal government, on the research work, from the federal government and from the state. There was very little teaching there.

VAS: Who was the director then?

RMU: The first one that I remember was an H. J. Webber. He was the director when I was south.

VAS: And you eventually did get rid of the Rubidoux?

RMU: The Rubidoux station, I think, is still technically owned by the University because the University made a commitment to allow the federal department of agriculture to carry on research work. Whether it has been sold since, I don't know.

I did get rid of the Whittier place. There was a reversion clause in there and with the consent of the owners we turned that over to the City of Los Angeles for a health clinic.

VAS: There was a reversion; in other words, the land had been donated specifically for the agricultural purposes and when we no longer wanted it for that . . .

RMU: It was abandoned. The beneficial insect division was moved over to Riverside. We had no use for it. They didn't know what to do with it.

I, one day, drove President Campbell past the place, said I'd like to show him something. I had been urging all this time that we get rid of it and give it back to the donors, to the Whittier board of trade, or anybody else.

When we got out there there were a few broken down, dismantled and abandoned automobile bodies on the front lawn and the place certainly looked terrible. I immediately got consent from Vice-President Sproul to take the University's name off the front door, take the sign down, and I made arrangements with the board of trade

RMU: of Whittier to deed it to the Los Angeles health department for a prenatal clinic or something of that kind. We got rid of it.

VAS: You handled all of the business operations at the Los Angeles office for these outlying stations; how did that generally work? Was there some kind of a weekly report or something like that?

RMU: Handling the business of all these areas, I had an office in Los Angeles. I would drive out to Riverside to open bids on construction or to go over budget matters with them or any purchasing problems or similar problems, looking over their budget as a deputy for Sproul. So everything was done from Los Angeles either by my driving out there, to Riverside, or to San Diego, or the representatives coming in to Los Angeles, or by correspondence or by telephone.

The business was not too serious so that it didn't take too much time. There was a business manager on the Riverside campus, a man named W. G. Drew, who was doing an excellent job. He had much more to do than the business manager or secretary at La Jolla and so it didn't require as much of my time, although all the purchasing was done through our office and we had very little to do with their accounting. Drew kept the accounts, but we had to oversee the work. Drew was an efficient man. He kept his work going, in good style.

VAS: Are there some developments either at Scripps or Riverside that occurred during this period that you think ought to be particularly mentioned, that we haven't talked about so far?

RMU: I can't recall any big changes in either place during that period. The budgets were growing and the activities were growing a little bit. There was some land purchased at Riverside, but I am inclined to believe that that came just a little bit after my period of residency in the south. I had a good deal to do with buying land for Riverside and some at La Jolla, but I think this came after my appointment as secretary and treasurer.

VAS: The land you bought at Riverside, was that simply an extension of the present site?

RMU: Yes, that was all contiguous except a property in Moreno Valley, across the road. The first changes were to expand the groves for various kinds of agricultural work or the fields for field crops and so on. And then, later on, came the expansion necessary to provide for the liberal arts college.

VAS: Did anyone ever anticipate at those early dates that there'd be a full-blown campus there?

RMU: No, at the time it was just taking care of the needs of sub-tropical agriculture.

Fire in the Chemistry Building

VAS: One thing before we get too far afield from the days at Los Angeles, what about the chemistry building fire at Vermont Avenue? Can you tell us about that? Or would you rather hold that over?

RMU: No. I can tell you about that. This fire broke out in the spring of '29. No one knows what started it. It broke out in the middle of the night, I guess about two o'clock in the morning.

I only lived about a block and a half or two blocks away. I didn't wake up or know anything about what was going on until I got back to the campus next day. The old wooden building had been a barracks building built during the first World War. It was completely demolished. There was almost nothing left of the equipment and so on.

We had a building under construction on the new campus which was almost finished when this fire broke out, so arrangements were made to continue the chemistry instruction on the new campus by sending the youngsters out there in the afternoon. I don't know whether we provided buses or whether they went out on public transportation, but those who were taking chemistry took the chemistry courses on the Westwood campus.

RMU: We had consent of the contractor to use the building which was not quite finished, and it served very well. The state of California, through some self-insurance fund, provided certain money to repurchase equipment which was lost in the fire. The building was a shell and wasn't any good. It had no effect on the purchase by the board of education of Los Angeles. It was wrecked, taken out and demolished and the site cleared.

VAS: Why did it have no effect?

RMU: An old temporary wooden building wouldn't amount to anything anyway, and this had all occurred before the negotiations for the sale. It wasn't in the picture at the time anyway.

VAS: Then you report there were references to the use of the UCLA campus for a motion picture studio and how you used that source of income.

UCLA in the Movies

RMU: The motion picture industry, on various occasions, wanted to take college scenes. The campus was a sort of a-- almost looked like an ivy college although there wasn't much ivy on--it had this red brick and it looked kind of young and informal and collegiate. It was near the movie industry in Los Angeles and they would have a college scene

RMU: and they wanted to use the campus.

Dr. Moore and I discussed it at some length and we decided that we would cooperate with them, and they wanted to know what kind of rent we would charge and we said we didn't know about charging any rent, but it would be kind of nice if they would make a donation to the student loan fund, say \$100 a day whenever they used the campus. Of course this was the cheapest way that the motion picture industry could get a setting of this type; it just suited them beautifully for what they wanted, so they came in there.

They caused no trouble whatsoever. Occasionally they even used some of the students at a dollar apiece for walking back and forth in the mob scenes or the college scenes. So quite a little loan fund was created at UCLA by this method, and the University had no liability of any kind. Anything that was done that needed clearing up, or anything else, was completely adequately taken care of by the motion pictures. We never had the slightest difficulty--all good cooperation. Of course they were getting a bargain; they were very good about doing the work when there wouldn't be any inconvenience, and it was a kind of a nice gesture to the industry and the community.

Proposition 10--1926

VAS: Then what was Proposition 10?

RMU: Proposition 10, as I recall it, was a bond issue--I think you can check this. I think this was a bond issue which provided for \$3 million for buildings on the Los Angeles campus, \$3 million for buildings on the Berkeley campus, \$1.5 million or something like that for a state office building in Sacramento, and the same sum, I think, for a state office building in southern California.

Now, the University of California, getting the bigger share of this thing, carried the burden of the campaign. Of course, this was very cleverly done in Sacramento because you got all the alumni and the students behind this project to get an office building in Sacramento and one in Los Angeles. So it wasn't any great burden that the sale was made on the basis of education, not on the basis of facility.

VAS: This was 1926?

RMU: Yes. The University had committees through the alumni association in various sections of the state. I was a part of the group in southern California and we met quite regularly, got out our material, propaganda (a lot of which was furnished by the alumni association of the

RMU: University) and we won the--I won't say we--but the vote in each county in southern California up through Tulare county, which was in the territory under our committee, was successful in the campaign, except in San Bernardino.

In San Bernardino, the editor of the principal newspaper had come out for some opposition to this program. I think he rather regretted that he had done it after he started; as the campaign went on, less and less was said in his papers, but the negative attitude at first lost the San Bernardino County vote. But it didn't have any real effect upon the outcome, and we, the committee on southern California, were pleased that we carried all our counties but one.

VAS: Your talking about newspaper reaction--you were responsible for setting up the first news bureau at UCLA, weren't you?

RMU: The responsibility for what?

VAS: The first news bureau at UCLA.

RMU: Well, I'm not sure that I set it up. Harold Ellis was in charge of the University news service but the news man in southern California was under me. But I set it up in regard to the fact that the man was in my department, or the department was under me.

But the main plan was worked out by Harold Ellis, who was head of the University's news service at Berkeley.

RMU: He would come down once in a while and make a tour around, pepping up the newspapers' support. I had a session with our newsman--I think his name was Marsh at the beginning, and there was another fellow before that whose name I can't remember.

VAS: You mentioned a Marsh and an Israel . . .

RMU: Israel, Yes. Israel and Marsh. Israel left us. He was the first one, I think. He was a very capable fellow. He went to the Times. Marsh stayed with the University. Well, they would come in once a week and we'd go over the program and, of course, he'd follow up on all the academic results and so on the same way. But we would talk about the public relations side of it about once a week and the program was carried out at the time. But I had nothing to do with the writing.

VAS: That started when? Did that start as soon as you went down?

RMU: No, I would say that was started about . . . not much before we moved out to the Westwood campus; I would place that about 1927. The first thing I had was the purchasing division. Of course, I had a maintenance division there. The first new addition was the purchasing division, then the accounting division, and then this news was the last of my departments.

VAS: I see. When you went out to UCLA, you mentioned that four out of the six clerks that you had quit.

RMU: You mean when we went out to Westwood?

VAS: I beg your pardon, yes--when you went out to Westwood.

This was because of transportation difficulties. Was this generally a problem for the University at the beginning?

RMU: This was not as serious, I think, in some department in mine, but there quite a few people, particularly married employees, for whom it was inconvenient to go out. One member of my staff did not go because she was urged not to go. And when I said that I didn't think that I would want to keep her (her services were not exactly satisfactory), she told me that she had no intention of going anyway. So I let her resign instead of going the other way.

But I would say that it was a matter of transportation. The place was ten miles away and a lot of the clerical jobs were not valuable enough for a person to go out there. I think that all the most important people went.

VAS: From where did you recruit your employees after you got out there? The replacements, what cities were they from?

RMU: Around Santa Monica, Venice, that area, the Sawtelle area, some Los Angeles just a little south of the new campus. Beverly Hills was not a place to get them because it

RMU: was too expensive a community. We had no trouble staffing the place. A few former students came in, but this was not significant.

VAS: This was a very temporary affair, then, very temporary problem?

RMU: Of the recruiting?

VAS: Yes.

RMU: It never bothered us at all.

VAS: And then--I'm clearing up a few miscellaneous notes--there is a reference--you say in a report to Sproul, "The flatland of Westwood was not idle."

RMU: Was not what?

VAS: "Was not idle, having produced revenue in about \$1300 while kept in respectable condition." This was in 1928. Do you have any idea of what that referred to?

Tomatoes in Westwood

RMU: Tomatoes.

VAS: Tomatoes?

RMU: Tomatoes!

VAS: The flatland. Where was that?

RMU: Right out where the athletic fields are, down by Stone Canyon Road or the projection of Westwood Boulevard, from there to the western edge of the campus. There was a farmer

RMU: who was growing tomatoes in there. I remember every time I would go out on some problem of inspection or construction or moving of something of the kind, while this was still going on, I'd bring home a couple of lugs of tomatoes at 50¢ a lug. They were wonderful tomatoes.

VAS: So this was . . .

RMU: So we just kept this out there until we needed the land.

VAS: What did you do? Did you lease it to him?

RMU: Yes.

VAS: As farm land. Oh, that's nice to know--interested in catsup even then.

RMU: You see, the old Organic Act of the University said that the secretary of the Regents had to be a practical agriculturist capable of managing the University farms. I was appointed secretary very shortly later on. Maybe this was the practical agriculture. There are a lot of stories on that too.

VAS: Well, I knew you had Riverside under your belt at one time, and what else?

RMU: Oh, some family agricultural properties. I remember a horsing session given because I couldn't become secretary because I hadn't any practical agriculture. And I said I was running a family farm, some family land that I had leased for agriculture with the understanding that I could get the tenant off on sixty days notice. I had a lease

RMU: for oil prospecting, but he couldn't start to drill until he gave me sixty-one days notice. I thought that was fairly practical agriculture, getting rent out of both of them.

VAS: Well, actually, you certainly weren't the first secretary of the Regents who didn't have any practical agriculture experience.

RMU: Oh, Sproul had a berry farm out here in Alvarado, or Alviso, or somewhere. He and a few other fellows had a berry farm. But I don't know--of course, the Organic Act was abolished years ago, although I was horsed a little about this. But I could prove I was a practical agriculturist.

VAS: What about the academic advisory board at UCLA? This is another one that is not on our list, but do you remember that?

RMU: No, I don't think I had anything to do with that. There was a kind of a cabinet that Dr. Moore headed every Monday morning. But I think this was administrative and there was an advisory committee of some kind before that which had some administrative function. Sproul was on it and Moore and so on.

I think they used to meet once in a while. I don't know whether you would call it an academic advisory board or not. It did take care of some of the planning

RMU: of the place, but I can't tell you much about it. I can't identify the academic advisory board.

VAS: It was abolished. I have a note that it was abolished while you were there. I just thought that if you remembered . . .

RMU: I had nothing to do with creating it or abolishing it.

VAS: Now we are ready to get into some of the business affairs of the University again more generally. After you left UCLA (unless you can think of something about UCLA that we should talk about that we haven't) . . .

RMU: No, we moved them out there and started. I don't think there is anything more. Year by year more buildings went up. Of course, I left UCLA less than a year and a half after we moved to Westwood, so that by that time I was out of the internal administration of the University and into the external financial administration of the University.

A Non-Banker as Treasurer

VAS: You say that there was a little bit of disharmony on the Board of Regents, vis-a-vis banks in general? And it wasn't all just related to this Depression situation, was it?

RMU: No, it wasn't. It was so serious that a few weeks after I

RMU: became treasurer, I also resigned, because I was being attacked for things that I had nothing to do with, couldn't possibly have done, and it was an internal disagreement between certain members of the finance committee--I think largely the lawyers against one of the bankers.

VAS: Could you go into a little more detail on that?

RMU: Well, I'd rather not go into names, but anyway, it so happened that the San Francisco Bank deposit was largely taken over and placed in . . . deposited with another bank. So it wasn't out in the San Francisco Bank where the treasurer was a banker.

These deposits were on this list that I prepared for McEnerney two days before, three days before the special meeting of the Board. They found the money was where they didn't think it was and didn't want it to be, and I was sort of accused of putting it there.

So I said that I hadn't anything to do with putting it there in the first place; I hadn't had time even to get it out. So they were attacking this banker at the table all the time, which I didn't like--seemed like the bricks were going past my head and I'd have to duck when they were going both ways.

They were hitting me as treasurer, but I had nothing to do with these things, had never done it. I finally said that I hadn't done it and they knew I hadn't done it

RMU: and that I didn't like that kind of action. I wasn't going to live this kind of way and I thanked them very much for the job and gave it back to them. So they promptly agreed that I knew what I was talking about and the attack quit. And I never had any more trouble with them.

VAS: In other words, the previous treasurer had made these deposits?

RMU: Yes.

VAS: That was before he died?

RMU: Yes. Nothing seemed wrong. The money was all collected. There was no difficulty in my mind. But it was, as I say, a little disagreement--personalities and . . .

VAS: Regents obviously expected all the money to be in the previous treasurer's bank?

RMU: Yes, I think so.

VAS: And it wasn't?

RMU: That's right. And that's one of the reasons why they insisted that now was the time to have their own treasurer who was on the payroll, although I didn't get any more pay than I did as secretary to start with. I got another name on the door, and then they could tell me where to put the bank account.

As a matter of fact, the standing orders of the Regents allowed the treasurer to nominate the bank and

RMU: when the treasurer wasn't a banker himself, of course, they politely said thank you so much, but I didn't have it that way. But that was not my position. I had to nominate the bank but the Regents could say whether the bank would be the one I nominated or not.

And the Board also then had a rule which stated right away that they would not have the principal deposits of the University in any bank of which a Regent was a director or a principal owner. This was, again, an outgrowth of this unhappiness that had gone on before. So I had to nominate a bank with which the University had no connection, and that I did.

VAS: Is that still a requirement of the Regents?

RMU: No, that requirement was waived because after all the banks began combining many of the Regents, who are prominent people, and many of them became directors.

As of yet, the one principal bank of the University, the principal bank, the Bank of California, does not have a member of its board or an officer who is a Regent, and I don't know what would happen if that one bank had a Regent.

But the bank account was withdrawn from the American Trust at one time because a Regent was there. The bank account at the Bank of America was thinned down when Giannini was a Regent. It was taken out entirely because

RMU: we had to have a way of depositing the money from Berkeley. There have recently been directors on the Board of Regents who have been in the Security Bank, but this hasn't changed the account. The rule was changed and it has dropped out. As I say, I don't know what would be the effect if the president of the Bank of California became a Regent.

VAS: Did you have any trouble getting a \$1 million bond?

RMU: No, I guess the bonding company didn't know me very well. No, I had no trouble. The bond was written that afternoon. As a matter of fact, everybody in the University is bonded for almost that much on a blanket coverage now.

VAS: We've covered, then, one of the things that was down here about the business of the relationship of banks. Actually Tourney was different as a treasurer of the Regents in one sense, in that he was not a Regent.

Buying and Selling Securities

RMU: He was not a Regent, that's right. And as a matter of fact, Tourney, as treasurer, really was the safe deposit box, and the money was sent over there. He had all the securities during the period that I was secretary,

RMU: but not as treasurer, when I was investment officer as secretary. I would order securities and they would be delivered to the San Francisco Bank and then, on my direction, Tourney would pay for them or one of his assistants, Parker Maddox, who succeeded him as president, he would really do the work.

And then if we wanted to sell some securities, I would inform Mr. Maddox or Mr. Tourney or one of their trust department people that we had sold certain shares of stock or certain bonds and that the ABC Security Company would come over and pay them a certain amount of money and he could deliver the securities. Then they collected also the mortgage interest. They were custodians of all the securities.

Rental Receipts

RMU: Some of the big rents were paid there on the larger pieces of property; the small items were paid here. Somebody had a barber shop or a candy store or something on Telegraph Avenue that we happened to own--or on Shattuck Avenue or something--they'd pay that at the cashier's window.

Later I took that away from the cashier and had them pay it into my own office, the treasurer's office,

RMU: because the fellow who was responsible for the property would be the man to put the needle in to see he got the rent, whereas the cashier wouldn't be a bit concerned if the rent didn't come in. With the treasurer being responsible for the collection, he'd better be the only one to say to the fellow that he could have five days or he couldn't have five days.

VAS: There were revisions in the Standing orders of the Regents, rather extensive ones, about this time. Was there one set when you became secretary and another set of revisions when you became treasurer?

RMU: There was no real revision when I became secretary. We still got along on the 1918 Standing orders because there was no real change in the operations except that I was appointed to do the investing. But Sproul, as secretary of the Board, had in effect, done the investing too. So there was no great need for a great change in the standing orders.

There were odds and ends that would go through now and then, but in 1933 there was a very basic change when I was made treasurer, to conform with the fact that the treasurer was not a banker and, therefore, couldn't advance money out of his personal account or his official account to do certain things. Here, of course, the treasurer before had been custodian, but I became custodian in a

RMU: greater sense than the treasurer, the former treasurer, had been.

This was provided for by this system whereby the University chose the banks on the treasurer's nomination, rather than the treasurer just picking the banks from the various places in the state of California. So there were changes necessary in 1933 to provide for the fact that the treasurer was an employed person at this time rather than holding an honorary position.

VAS: Didn't actually a wholesale rewriting of the standing orders occur at this time?

RMU: I rewrote the entire standing orders to modernize them. The Board decided that that was going too fast and they would adopt only this section affecting the treasurer and the change of his duties, and somewhat, perhaps, an elaboration on the secretary's duties as distinct from the internal business position. They didn't do the rest of them until 1938. In 1938 the rest of the changes were really brought into effect. And there was another revision, again, in 1950.

VAS: The one in '38 was actually an adoption of the proposals you had made in '33?

RMU: Most of them, yes. There were some changes, some refinements to them; but it really put in effect what I thought ought to be done in my viewpoint both as secretary and

RMU: treasurer.

Fund Sources and the Treasurer's Office

VAS: Can we talk now about the whole financial operation of the University in terms of its sources of funding and funds and as this operated out of the treasurer's office beginning in 1933? What were the main funds that you were responsible for then?

RMU: The main source of income of the University was, of course, the state appropriation, or the state appropriations: certain items were specific and certain were general. There was also a very large amount of money which would come from the federal government for research, mostly in the field of agriculture. The Morrill Act provided for \$50,000.

Then the next two sources for it were the income on the endowments, which were not very great at that time, and the student fees. There were certain odds and ends--sales of agricultural products, hospital fees, and so on. The main sources of money, as I said, were federal government, state of California, student fees, some endowment.

All the money had to be deposited either with the

RMU: cashier on a campus--and there weren't very many of them, Davis, Los Angeles, San Francisco, Berkeley--or sent in to the treasurer if it were deposited in a local bank (the Berkeley campus, for instance, deposited at one bank here). Then no business manager or cashier could ever touch the money or take it out. As it was needed, it was transferred to the Bank of California, which was the main depository. And then from that, payments would be made to the revolving funds to pay the bills.

All the federal money came in directly to the treasurer. It was so deposited. All the state of California money came in that way. The collection of the mortgage interest, the dividends and that sort of thing, all came in. The campuses collected the retail amounts, the student fees and odds and ends-- sale of books and so on, the little items.

Now the University endowment was not very great. I think there was sixteen million dollars worth of investments in 1933 and so the income on that, even if it were five per cent, would be \$800,000 or something of the kind, so it wasn't very great. (I'm just giving you a guess on the figure there.)

But the biggest source of money was the state of California. All external monies, anything that originated on a campus, had to come in directly to the treasurer; and the internal monies, mainly student fees, were collected on the campus and then turned over to and deposited with the treasurer, who made

RMU: wholesale payments to reimburse revolving funds, such as San Francisco and Los Angeles, or Berkeley--wherever the bills were being paid.

VAS: And those funds went to the banks near the campuses that these units were using?

RMU: Yes. It went to the business manager. He deposited in these banks.

VAS: And when he made those deposits, he could use those?

RMU: That's right.

VAS: Now the state appropriations, we didn't--we went over this once before--we wouldn't get the whole appropriation all at once. . .

RMU: No, the University would make claims; the accounting department prepared the claims, which I explained in my experience as assistant accountant. Later on, there were times towards the end of my term, towards the middle or the end of my term as treasurer, where if the money was for building, we'd get the whole sum at one time and I would invest it as short-term money on short-term securities on the basis of meeting the construction costs. Later the state got smart and kept it itself and made that income on the short-term investment and only paid us as we needed it to pay the contractors. But money used to come in only on presentation of claims for the current operations.

VAS: And you use income-endowments--you used that, those two words together at one point.

RMU: Income on endowments?

VAS: Oh, income in endowments, I guess that was . . .

VAS: Something like--for instance, real estate, and so forth, was that endowment really, or was that something else?

RMU: In the early days, most of the real estate that produced any income was an investment of the endowment funds. There were buildings in San Francisco; there were a few buildings in Berkeley; there was some other property, but not very much except in the San Francisco, Oakland, and Berkeley area. So they were trust investments; they were not operating investments. Later on as we would buy property in Berkeley to provide for sites for dormitories, temporarily that would be rented and the money would come in, but it would not be endowment income. It would, in effect, go to the operating budget of the University.

VAS: Right, but now . . .

RMU: But there wasn't very much of that.

VAS: Property that came to the University by bequest . . .

RMU: That would be in the endowment fund.

VAS: That would be in the endowment fund. I just wanted to get that distinction. There were two different kinds of real estate holdings.

RMU: But as secretary and then as secretary and treasurer, I would manage all the real estate that was not being actually used for campus purposes, even though it were bought with the intention of converting it to campus purposes. It was impractical to establish two divisions to buy and sell real estate because you

RMU: had all the processes of escrow, appraisals, management, and as most of the real estate was in the investment side, so the income went right along with it.

Interview 5, July 18, 1966

LAND HOLDINGS, FINANCES, AND INVESTMENTS, CONTINUED

Investment Fund Sources before 1930

RMU: The source of money for investment prior to 1930 was the funds that came in, occasionally, to the University from endowments, gifts for permanent use. These had not developed into a very great amount of money by that time, and as set forth in the balance sheet of the University of June 30, 1931, which was the end of the first fiscal year in which I took over the management of the investments, the endowment fund and the pension fund of the University was approximately sixteen million dollars. The largest single fund, as I recall it, came from Cora Jane Flood for the Flood Foundation to support the College of Commerce--largely the bonds and stock of the Bear Gulch Water Company, in which the University had owned eighty per cent and in 1919 or thereabouts bought out the balance of the water company, a water company in Menlo Park, Atherton, and Woodside.

Another large one was the Searles Fund, the largest part of which was the San Francisco Aerodrome in Alameda. Later most of it went into the Naval Air Station and some other activities over there for the army, the shipyards, and so on.

The Kearny Ranch was another large one, valued at about a million dollars. This was generally for agricultural research, a property in Fresno. There were a few other items; there were a couple of buildings--two or three buildings in San Francisco and some

RMU: small funds from the Hooper Foundation lands up in Humboldt county. The flood of endowments was not very great up to that time.

There were some individual gifts, but generally they were not of very great magnitude. I might just take a look and see if I can see a reference to any of the other large ones. There were any number of small loan funds, small class funds, a few funds for the library, the federal endowment which was the proceeds of some lands that were sold. There weren't very many of them that individually amounted to \$100,000.

VAS: But most of these were contributions then, with the exception of the land grant--federal lands?

RMU: They all were personal donations from class funds, some individual scholarship funds. As I say, there were very few of them that had any large corpus.

VAS: This has been swelled in more recent years by what, some of the overhead? Doesn't that go into . . .

Sizeable Gifts and Overhead Payments

RMU: Oh, it was swelled in recent years by many, many large donations. For example, the McEnerney Fund for around three million dollars, the Morrision Fund was for \$1.5 million--\$2 million. There were many very sizeable funds. Mr. Sidney M. Ehrman gave about a quarter of a million for a scholar^{ship}. So many large gifts began to come in in the thirties, forties, and

RMU: fifties. But there was quite an addition to the funds by the capture, saving of overhead from government contracts or miscellaneous activities and so on. The University was reimbursed for its out-of-pocket expenses plus some return for administrative effort.

VAS: And the class gifts, the alumni association, and so on had part of it? This was . . .

RMU: The alumni association fund gradually grew because people bought life memberships, some eighty to ninety per cent of the money went into a permanent fund, all for the use of the alumni association, and they could draw on it for anything that they wanted.

These other endowment funds were designated by the donor for scholarships, the library, or some research activity-- patient care at the hospital is an example.

The Bear Gulch Water Company

VAS: Now you mentioned this Bear Gulch Water Company. We controlled that by virtue of our inheritance of the . . .

RMU: Eighty per cent of the stock came to the University from Cora Jane Flood . . . and in 1919, I recall, the University bought the other twenty per cent of the stock--I think they paid \$9,000 for the other twenty per cent of the stock and \$41,000 for all the outstanding bonds that were in the hands of others. The others were the Feltons. The Bear Gulch Water Company was

RMU: largely owned by the Flood family and the balance by the Felton family. The purchase for \$50,000 was made for all the other stock and the bonds in 1919. Then the University controlled it, owned it lock, stock, and barrel.

Later on the University helped to finance it more by buying more bonds itself so it ended up with \$400,000 bond indebtedness, with the University holding all the bonds. The University controlled the company; the finance committee of the Board of Regents was the board of directors of the company. Sproul succeeded Ralph Merritt as the general manager of the water company and when Sproul became president and I became secretary and investment officer of the University, I succeeded Sproul as secretary and treasurer and general manager of the water company.

All the affairs were run from Berkeley from my office and through the engineer, Mr. Herbert Foster. We reported to the finance committee, which was then really sitting as the board of directors of the water company. Sometimes the minutes would get a little mixed up so the action affecting the water company might appear in the finance committee minutes. This was an important matter which we advocated at one time. We tried to get out of paying federal income tax, but the federal judge stated that it hadn't heard the water company was yet awarding

RMU: college degrees. So it ended up by having to pay the tax.

I managed the company for about five years, and then arranged to sell it to the California Water Service, selling all the watershed land but keeping the lands on the other side of the ridge where the water did not flow into the reservoirs. The University had built the company up to such a point that it was sold for around a million dollars, whereas it was carried on the books for a very small amount, and for years it had not been able to pay the interest on the bonds. But that began to work out a little better. The peninsula was building up; some of the people in Woodside, in the summer time, with their big estates, would be taking water at the expense of \$1,000 a month. Some of the same people who were finance committee members and directors of the water company were paying tribute of \$1,000 and complaining to me about it. But at the same time, those were the rates.

Side Businesses

VAS: Did we ever get into other businesses like that?

RMU: The University, somehow or other--I don't recall how it

RMU: happened--inherited a lumber company in Vallejo. This was known as the Perry Lumber Company. Norris Hovey, who was the chief purchasing agent of the University, was the member of the University staff who ran the Perry Lumber Company. I don't know how the University got this thing, and it was sold before I took over the management.

We did have some other businesses. We ran the Kearney Ranch, which was not an academic property at all, although some research was going on to try to leech the alkali out of the soil. This was very successfully done, and so the property could produce. This was leased to various dairymen, cotton people, and the University itself grew some olives and oranges, other crops, on it.

So it was a side business, which also was in my territory. The manager of that for the University was S. Parker Frisselle, whose father had managed it before him and even had managed it in the days when Mr. Kearney had owned it.

We had to take over a big prune and apricot and wine and grape area in the Evergreen district near San Jose. This was another thing we ran. If something turned out badly, such as a loan on this ranch, the University had to take over the property to run the business. We had a few small ones of this kind. We had an apricot and prune ranch in Los Altos.

The Real Estate Base

VAS: We were in . . . we invested in mortgages quite a bit prior to 1930. Is that right?

RMU: Prior to the time when I became the investment officer, there had been a great amount of the money invested in mortgages. An analysis of our investment funds of sixteen million dollars, which included the pension fund and also the endowment fund, demonstrated that sixty per cent of the investments of the University were based on real estate, either in the form of real estate itself or mortgages or real estate bonds.

VAS: You said that sixty per cent of the investments were in mortgages prior . . .

RMU: Sixty per cent of the investments were based on real estate, either in mortgages, real estate itself, or real estate bonds. Things were beginning to slide off a little bit. Eighty per cent of the University's investments in total were based on California security, either in real estate or in companies which were resident in California, such as the Pacific Gas and Electric Company or one of its then predecessor subsidiaries, or the telephone company, Southern California Edison, and so on.

Real estate was beginning to drop off pretty badly in 1930, '31 and worse off as it got to '33 and '34, when the bottom of the Depression hit, although people thought it was '29.

RMU: And with the tremendous base upon real estate, I felt that I should change our form of investment and perhaps invest outside the state of California. It didn't seem to me proper since our principal support was going to come from the state of California through the legislature that we should have our endowment also based here. Because if things got really rough in California-- and we have seen in this state a large earthquake and fire over in San Francisco; there have been floods in various areas which would affect the economy of an area and therefore the state, and if the endowment source income dries up and your legislative source dries up at the same time, you're in for some embarrassment. As our funds began to grow, it seemed to me that we ought to look out of the state of California for one source of our protection, for one source of our support.

 Furthermore, I also questioned very definitely the investment of the University in fraternity loans. A great deal of the mortgage investment was in fraternity house loans in Berkeley. My thought here was that you couldn't stand in loco parentis and at the same time beat up your children if they didn't pay what they borrowed from father.

 Here if we were going to be in hard times and the fraternities couldn't meet their obligations, it was pretty

RMU: hard for the University to foreclose on the house and throw the students out. I thought also that a trust officer should deal at arm's length with his investment practices and that he should never buy anything that he wasn't free to sell, and when you had a fraternity loan, I didn't think you were as free as you were if you wanted to sell a share of the Standard Oil Company of California.

For this reason, I gradually persuaded the Regents not to go into any further fraternity loans. I must admit I made no merit in the eyes of the fraternities or the dean of students of some of our old "Blues" around here, but as trust officer that wasn't my business.

So I changed the investment program definitely. Of course, we had many million more dollars to invest as time went along and therefore the California corporations-- forgetting for a minute California land--California corporations could not provide the volume of investments that we would need without an undue concentration which, as I said before, was eighty per cent in California-based securities or properties before or just at the time I took over the account. So the investment attitude was changed.

VAS: How much of this real estate interest, or did any of it, stem from the fact that so much of the original endowment of the University came from the Congressional Land Grant Act and the University was in the land business?

RMU: I would say very little. The Congressional Land Grant gave 150,000 acres in various parts of the state. The choice of these properties was very peculiar. If a person decided to file on a piece of property that the government had, the government turned that over to the University, then got the avails of the sale.

It so happened that many times the fellow couldn't quite locate what he wanted, and put the wrong thing down on paper. And it ended up that he found he had rocks and rattlesnakes, and this is what went to the University. The University had a hard time selling a lot of it. Now, there were some of these properties that were all right. But on the other hand, they were remote in many respects, and, as I say, poorly chosen by mistakes from the people. And I don't think the 150,000 acres of the University had any basis to establish the fact that the University wanted to go to real estate.

The reason the University went to real estate, in my opinion, was that the members of the Board of Regents knew people who had properties and knew people who had good loans. They could see the property, see what it looked like, walk around and examine it, whenever they wanted to. It was handy and there was, perhaps, a very great frowning upon common stocks, so that real estate and real estate bonds were regarded as buying a secure and wonderful investment of a University endowment fund.

VAS: Is that why we bought or built the buildings in San Francisco?

RMU: I imagine that was true, although I was not on duty at the time that that happened. The University had never really bought any common stocks to amount to anything, or I would say probably never bought any. It did have some preferred stocks in the telephone company and the gas company--quite a lot of it. Preferred stocks seemed to be all right. They are not looked on with any such favor now as they were then; although they have a steady yield, there is no protection against inflation. But the University did not buy common stocks. If someone gave it some common stocks it generally kept them. You found many cases where you had twenty shares of something, a ridiculously small amount to watch; No one watched them anyway. They weren't worth looking at, but anyway, when Mrs. Moriarity gave you twenty shares of something you thought in respect to Mrs. Moriarity you ought to keep it. All that got changed, I am afraid, when a non-believer came into the chair.

VAS: What was the objection to common stock?

RMU: Common stocks were not regarded as really conservative.

VAS: Well, I think we had just reached the point where we were

VAS: getting ready to talk about . . . we got out of the real estate business. Incidentally, I just found out that the house right next door to me was once owned by the University.

RMU: Where's that?

VAS: On Peralta; it was just a little piece of property, 626 Peralta. It was sold right after you became treasurer, as a matter of fact. That must have been in an estate . . .

RMU: Now we're talking again about real estate investments. Another consideration given by the Regents was the attitude of local communities of the University having a lot of property off the tax roll. Now, it was quite easy for the University to buy real estate, build buildings--some of them were built for a couple of automobile salesrooms here in Berkeley, property on Oxford; they have now been converted to University purposes. There were other properties in Berkeley owned by the University.

But here the University could easily see the value of a property across the street or a few blocks away. It could manage it. It could keep in touch with it continually and it was an easy way of investing if you didn't have a large investment staff. But then you began to throw the burden upon a few communities, as Berkeley, Oakland, or San Francisco, where you became an expert and you could operate. Then, as more property comes off the

RMU: tax roll by some infinitesimal amount (or people think a considerable amount), the tax burden falls on other people.

The legislature heard some complaints about this thing and about 1933-35 some kind of a sentiment, but not formally expressed, came out of committee and so on, that the University ought not to consider itself particularly interested in the real estate field--ought to find some other kind of diversification. I didn't say that the University should sell every piece of real estate it had, but said when a piece of property had reached what appeared to be somewhat close to its potential, perhaps the University should get out of it and put it back on the tax roll and then go into some other field.

Had the University been able to buy property scattered around Santa Rosa, Yreka, Visalia, Tulare, and a few other places, this difficulty would not have been apparent. But it did become apparent and the Regents were well advised not to continue to cause displeasure of the people in Sacramento if our main support had to come from that area. So the matter of normal securities became more interesting, more attractive. And when this became more attractive, then we began to have a look at the question of common stocks.

Consideration of Common Stock

VAS: Now we were talking about that a minute ago. You were saying you had some difficulty in persuading the Regents to common stocks.

RMU: Mr. George D. Mallory, who was the assistant treasurer with me, and I came to the conclusion that we shouldn't continually invest in bonds. We ought to have some other source of income. Trusts were beginning to feel the respectability of common stocks. Certain other universities were beginning to so invest. When I became treasurer in March of '33, I began to make a more intensive study of what other fellows were doing in similar fields. Then Mallory and I made a proposal to the finance committee that we should buy some common stocks.

I quite remember the shock that came, at these youngsters who would make such a proposal of an unorthodox method of investment; but anyway, at least I got the hearing of the finance committee. The matter was then referred to Regents Moffitt and Ehrman to consider the matter.

VAS: This is a banker and an attorney?

RMU: A banker and an attorney, although Mr. Moffitt was the head of Blake, Moffitt, and Towne and an industrialist besides, and Mr. Ehrman was a lawyer in San Francisco and also director fo the Wells Fargo Bank and very close to the

RMU: bank. He had many other interests besides. Well

Well, we went at this matter with Mr. Moffitt and Mr. Ehrman and finally persuaded them that we were right, provided we didn't do it in a very conspicuous, violent, exaggerated manner. So they went in to the finance committee and recommended to the finance committee that we make fifteen per cent of the book value of our investments in common stocks. They made such an investment recommendation through the finance committee to the Board of Regents and at the time this matter came up to the Board of Regents, there were only thirteen members present.

The vote was seven to six in favor of the investment in common stocks. Mr. McEnerney, an attorney in San Francisco, had voted against it. He had such a great respect from his colleagues on the Board that Mr. Ehrman moved to reconsider the motion and put it over to the next meeting. This stayed the start of the investment.

The next meeting there were again only thirteen Regents present. (This seemed not to have been so exciting a life for the Regents in those days as it has been since, when you find eighteen to twenty-two present, one day twenty-three.) When the matter was called up for a motion, the vote again was seven to six in favor of doing it, Mr. McEnerney having turned his vote from negative to

RMU: the affirmative, and Mr. Ehrman having turned his vote from affirmative to negative.

Mr. Ehrman stated that he was going to vote this way because he thought Mr. McEnerney was the great, fine judge, that he had always given sound advice to the benefit of the University, and they should follow his course. Mr. McEnerney, on the other hand, said that he wasn't going to run the Board of Regents; they voted that way so he was going to go with the original majority.

So we were on our way investing in common stocks, starting with this small fifteen per cent; and some of the original investments, you might say, almost cost nothing compared to what their market value is now. And the University, I presume, now has something like fifty-five or sixty per cent in common stocks. Well, this was the birth of the common stock investment in the University and I assure you that the treasurer and the assistant treasurer had to tread very quietly and softly on eggs and not get in any trouble after we got the University into this situation.

VAS: What a terrible time to have to be starting a new investment program!

RMU: You know, I don't know about the terrible time to start a new investment program. I think when you become an

RMU: investment officer, when the market has gone to pieces, and at the time you have become treasurer, when the banks are closed, there is only one way you can go, and that's up. So I'm not so sure it was a terrible time. It was the luckiest break that I ever had. You had to know what you're looking at here. No, I think this was a wonderful time. And probably that good fortune is the reason why there is such a tremendous benefit--marketwise--to the investments of the University. Hundreds of thousands of dollars of profits have already been taken, reinvested in stocks or bonds during the interim period when the University transferred its investment from one to the other. No, I disagree with you. That was a wonderful time to get into it.

VAS: Because the University had money to buy it with. I guess that makes it . . .

RMU: Well, we were getting money to buy stocks, but even if we didn't have any, you have to be prepared for these kinds of things.

The Endowment Pool Idea

VAS: Now, when did the pool idea come in?

RMU: The University always had it, before I took over--and most

FMU: of this talk has to be ante-Underhill or after-Underhill because that's all I know about--the University had a general endowment pool for funds that did not have to be separately invested. If somebody said, "I want this investment always to be in bonds or in federal securities or in real estate," then the University had to do it and had to keep it separate.

But if \$10,000 was given to the University to invest and somebody else gave \$9,465.17 to invest, one for a scholarship and one for research funds or something else, it became impractical to invest \$9,465 and a few cents, or something of that kind when you could buy \$50,000 worth of bonds or \$50,000 worth of stock. So, by putting these unrestricted funds (I don't mean unrestricted by the purpose of the fund, but the way it should be invested) into a common pool, you had a greater opportunity of--a bigger buying area. You never had to have a few cents or a few dollars left or a few hundred dollars left uninvested. Everything could generally get into an investment program, and the University was in a better marketing position. It was pretty hard to go around and want to buy \$1,500 of something, and it was very, very hard to keep the books on a separate asset and to watch the separate funds.

RMU: The University began going into this method. There were funds that had to be separately invested and those were kept in that way. I remember as the endowment funds began to grow, I went to the finance committee one day and said that I wanted to buy \$50,000 worth of a very excellent bond. One of the Regents, I recall it was Mortimer Fleishhacker, "Oh no, you couldn't put in anything like that." \$5,000 or \$10,000 would be the most he would want to be put in any one place

And I remember in perhaps a rash statement I said, "Well gentlemen, we must now realize that we have kind of grown up and closed the corner grocery store and I think we'd better invest at least \$50,000--anything I bring in you don't like \$50,000 worth, well let's say \$100,000 worth, you don't like at all. The five and ten cent business is over." The committee was a little startled at the freshness of the young man, and I was quite young in those days. But anyway they thought it over.

Well, this particular security, "\$50,000 would be all right." I never brought anything less than \$50,000 or \$100,000 from that day on, never had any more trouble about it. Without daily contact with the account, the individual Regents could not realize how the times were growing.

VAS: You alluded a minute ago to the fact that you had to

VAS: disrupt policies of handling donors, and so on and so forth, in order to accomplish this. Could you go into that a little bit more? And some of the changes, some of the changes that were required to take place in the way that we handled gifts and so on.

RMU: Well, I don't think I had anything to do with disrupting donors. I think, no, I don't know what you . . . what the reference is there. I think there were a few cases where . . .

VAS: Well, you were mentioning Mrs. Moriarity's money and the fact that you . . . I think you just said the same thing that I wonder if we actually did ever have any difficulty getting this kind of unspecified investment.

RMU: No, generally donors gave the money to the University for a purpose, but didn't say how it had to be invested. There was not too much of that and I don't believe that there were any cases that the University ever went back to any of the donors.

I know one fund where it became absolutely impractical to do what was said and adjustments were made in that particular case. But in most cases, there was no difficulty. There were few funds that came in a form requiring interest-bearing securities. Where the donors were alive and you could then explain to them the protection of a wider range of investments there was never any difficulty about it. You didn't have to offend anybody. People began to

RMU: see that stocks were not wild recklessness.

VAS: Is there some kind of a formula in the balance of endowment pool to which the University tries to adhere?

Management of Reserves, Funds, and Pools

RMU: I think you might get this from Mr. Hammond. It was around fifty-five to sixty per cent in equities investments when I retired. I think it has not changed. The pensions fund was always held a little bit more conservatively, or what people thought more conservatively, in that thirty-five per cent was the equity amount. But here again the obligation is different. In the pension fund the University only has to agree to pay certain fixed dollars in relation to certain fixed earnings. So therefore it has a promise to pay in dollars and it doesn't say what those dollars are going to be worth when the evil day comes. Most pension funds over the country are invested a greater percentage in fixed income securities than they are in equities.

There were other pools, however, that were created later on. I remember one at one time in the thirties. We began to accumulate certain money for construction yet to develop. When you get money to build a building it may take two years before you pay it out, and here this

RMU: money lies around in the banks. Commercial banks are no place for that, it should earn some money. And then there were certain other reserve funds, funds for rehabilitation of a building, depreciation accounts, replacing of equipment of a printing office and situations of that kind.

I remember feeling that these funds should be invested in some kind of a fund to increase. You can't invest them separately very well any more than you can the endowment funds. So I proposed to the finance committee that we create a reserve fund and that we take all these moneys and put them together. And I remember one time I said that I thought I could scrape up from various sources by combination of pools about a million, or maybe a little later on two million, dollars.

I remember Mr. Moffitt telling me that there was no such sum of money. I told him that I could demonstrate that there was that sum of money. "Ah, it is bookkeeping," he said.

I said, "The money is in the bank." "Bookkeeping." I said, "do you want me to bring the money out and put it on the table and show you?"

So after a while he believed that maybe I could dig up the money and so we created the improvement reserve, which includes depreciation funds, monies yet to be spent

RMU: for construction or purchase of large bits of equipment, or so on. This has been a very effective fund in the University.

This was another kind of a pool. You have the pension fund, which is a pool. You have this improvement reserve pool. There is a loan fund pool which does the same sort of thing for funds that are not currently needed, but enough cash is available for loan funds for the normal demand of loans just like the bank keeps enough cash available for its depositors when they want to draw money. These are a few innovations that went in.

VAS: All the emphasis on this is just continuing reinvesting.

RMU: No, no, the interest on the endowment fund pool goes to the participating partners in the pool. Anyone, for instance, that had ten per cent of the pool, would get ten per cent of the income. And in the improvement reserve, if any account had ten per cent of the money in the fund, it would get ten per cent of the income for its specific purpose.

Now, if those purposes are not yet to be spent, then that could go back into the pool and that particular construction reserve would have a bigger proportional interest later on. But these funds are invested so that the income can be used for the purposes of the fund rather than for accumulation.

There are accumulations if the income on the

RMU: endowment fund is not to be expended currently, then it can go back into the fund. But the main purpose of the endowment is to support somebody's idea. If a donor wanted to buy more books for the library and keep it going perpetually, you buy more books, you just don't impound the money. It all depends on just the exact terms in the endowment fund.

VAS: Have any other institutions that you know of--this endowment pool was your idea, wasn't it?

RMU: No, no. The endowment pool was created before I took over.

VAS: Oh, I see.

RMU: The improvement endowment pool was my idea. The general endowment pool was created before I took over. It had already been going. It is sort of like an investment trust. The various funds are participating investors in the trust.

VAS: We have talked about everything, Bob, up until about 1932. Going back now to the secretary of the Regents, what was your relation with the President of the University?

RMU: As secretary of the Regents I was responsible directly to the Board of Regents. I was not directly responsible or answerable to the President of the University except that he was one of the twenty-four Regents. On the other hand, it was my duty to inform him as any other Regent

RMU: or any other principal officer of the University, of the actions of the Boards, of their authority--to certify their actions when their actions were made in accord with the record, and to assist him in minor matters of getting the Board together, arranging for meeting; but this was a function of the Board rather than a function of the President. I had to furnish the President with minutes, transcripts if necessary, and carry out many of the duties that were directed by the Board.

Significance of the Treasurer's Title

VAS: Now, you became treasurerer in addition to secretary. Actually there was a lot more business of the Regents initiated by you.

RMU: Yes, on the other hand, as secretary of the Board I was also the investment officer and technically manager of the investment property, but as treasurer the title was stronger, was much more recognized by the outside and therefore I began to take a more prominent effect in negotiations and in matters of management.

In other words, the position was respected more, and when it is respected more you sit at a table or go to a meeting with more assurance, more backing of your

RMU: Board. The Board has given you more recognition of its approval of you and your acts and the public recognizes this and you do become more active, and sometimes a little more positive and conclusive and independent in your actions, although you must stay within the investment management policies directed by the Regents.

But I would say that the duties were not changed very much basically or legally except that I became the custodian of all the securities and all the investments and I became the main signer on the transfer of funds and the person who directed how much money might be allowed to stay in each bank. This I had not had before because my predecessor, a bank president, was directing that end of the business.

VAS: You had no control, then, over expenditures. This was the function of the business officer.

RMU: I had no control over expenditures, any expenditures whatsoever, except the expenditures to maintain the properties for which I was the manager in the investment field. I did have charge of all the expenditures for the repair and maintenance of a building or our farms or the water company, and that sort of thing. But as to the department of French or the department of chemistry, I had nothing to do with what they spent.

VAS: So in these jobs you had, you were pretty much insulated

VAS: from the faculty, weren't you?

RMU: Very much so, yes. I would occasionally meet with some faculty member when there came a question of some endowment funds or the question about some investment or what the progress was going to be and what we could expect, but I had very little to do with the faculty.

VAS: Did you feel this was a hindrance to --- ?

RMU: I thought it was a benefit. I could tend to my business and they could take care of theirs and they were responsible to the President and I was not, and I felt that there was no reason why I should interfere in the slightest with any academic matter. It would not have been appropriate for my responsibility to the Board, and strictly as a business officer it would not have been appropriate for me to have anything to do with the faculty. It would be much better if I did not. Now, there were certain occasions where I had collateral duty. I was appointed by the President on many committees. I headed some committees for him, such as the committee recommending endowment allocations, and one on administrative travel.

VAS: You said you did frequently serve on these administrative committees.

RMU: The President would appoint me occasionally on some administrative committee, and in that capacity the committee would report to him. The committee on recommendation on endowment allocation

RMU: was one of them. The committee on allocation of administrative travel budgets--who would be allowed to go to conventions and meetings. In these cases I served for the President.

As a matter of fact, in one case I was on a doctorate committee of the faculty. In another case I was a member of a master's award committee of the faculty. The faculty committee or the senate or whoever it is, appointed me because of my particular experience in the field of the thesis, but as I said before, my contact with the faculty was very slight. I did have quite

I did have quite a bit of contact occasionally with the heads of campuses when the question came up about acquisition of land or changes of land holdings because as the secretary I would have to execute the deeds and as the treasurer I would sell the properties, as I have with several campus operations. I discussed the sale of the Vermont Avenue campus and I sold three pieces, or four, of the former campus of Santa Barbara. But my understanding was definitely quite clear that I should not interfere with the President's activities, and I knew nothing about them in the first place, and I had enough to do as it was. The President and I have always been able to get along very well because I kept down at my end of the hall and minded my own business.

Composition and Function of the Finance Committee

VAS: Tell me about the finance committee work while you were treasurer and secretary.

RMU: In the early days the finance committee used to meet every Tuesday at 11:00 o'clock, and it acted on every business operation of the University. While there were committees such as the committee on grounds and buildings that might decide something about a plan or even act on a contract, it had no final power to even recommend to the Board that the contract be awarded and the funds spent, so most everything flowed through the finance committee if it had any kind of a business activity.

Of course, all the investments and all the budgets and all faculty appointments went through there. Although, if the medical committee, for instance, wanted to act on a recommendation about a dean, it would act first and the finance committee would act afterwards. Later on this was changed and the various other committees, particularly the grounds and buildings committee and the agriculture committee, were given more power within their own domain and if the budget was set up to build a building, the committee could recommend the action and award the contract.

VAS: Was this committee almost always made up of Regents who were in banking and business?

RMU: I would say that was true. There were some occasions where others were on there who were neither in business or banking, such as Admiral Nimitz, who was a member of the finance committee. And there were others that occasionally came in from some other field. A. J. McFadden, of course, was a rancher, but on the other hand he was in business in various respects, and so on, in land in southern California. But the first start were generally bankers and lawyers and people in active business concern; but so many of the Regents are anyway.

VAS: Yes. Has the chairman of the committee usually been the governor, or has it not been like that? Is the chairman of the committee appointed by the governor?

RMU: No, never. No, the committees are appointed by the Board of Regents on recommendation of the Committee on Committees, and to my knowledge, the governor has never sat in on either the committee on Committees nor has he ever taken any action against a recommendation of the committee on Committees to the board nor the action of the Board on appointing a committee.

The chairman of the Board was nominated by the committee on Committees, but not by the governor, who was the President of the Board. The governor has taken very little action in the daily, weekly operation of the Board of Regents. He presided at the meetings for some time if you couldn't avail yourself of somebody else who had authority to

RMU: sign, but generally he didn't want to sign deeds or contracts. His main function was in presiding at the meeting. Perhaps he could, I suppose, appoint a special committee of the Board, but he never did.

The Committee on Committees had the power to nominate all. If the governor had appointed a special committee, I don't suppose the Board would argue with him at the table. But standing orders always said the Committee on committees would nominate the regular and special committees.

VAS: Well, now, it has been said that this finance committee actually acted as a sort of executive committee from time to time. Was that your experience?

RMU: There were occasions when an emergency matter had come up and something had to be done before the meeting of the Board, and it didn't seem worthwhile to call a special meeting of the Board. The general theory was that this was something that had to be done anyway and that many times the President or one of the other independent officers, the attorney, secretary, or treasurer, would go ahead on the action of the finance committee, although the finance committee may not have had the full authority. But in those cases generally they managed to report to the Board, and there was never any comment about it.

There was an executive Committee one time which was

RMU: composed of the chairmen of the regular committees.

This didn't meet very often. I would imagine some serious matter like appointing a president might come before a committee of that kind. But the executive committee didn't meet very often, and the finance committee in emergency cases really acted as such.

The Question of Factions

VAS: Did the---was the finance committee usually pretty evenly balanced in terms of whatever factions were on the full Board?

RMU: Well, I don't know what you mean by factions. I know only one case where there have been serious factions and that was a loyalty oath, so I don't think the finance committee was ever organized on factions. I think it was organized of people of legal and business experience generally, perhaps some others from different experiences, but they would have been in the minority. I don't think there were factions.

I don't think the finance committee was ever built on a north-south basis or an equality between north and south. In the early days there were two members of the Board,

RMU: Mr. Dickson and Mr. Cochran of Los Angeles, who were on the finance committee. But both of them had experience in business, Mr. Dickson running that newspaper and Mr. Cochran running the Pacific Mutual Life Insurance Company. I don't think it was ever decided on a north and south basis, factional basis or anything of the kind.

VAS: We talked once before, Bob, before we started this series, about this factionalism on the Regents. I would like to repeat some of that discussion because I think it is important for this record. As you indicated then, there wasn't too much of this kind of thing and that even the north-south thing was not really a north-south thing. Wasn't that true?

RMU; Yes, it wasn't north-south. I said that the only faction problem that I ever really knew was prominent and aggressive was the loyalty oath. This was certainly not north-south, this was just a difference of philosophy.

VAS: It was often referred to as north-south. Was that because of a predominance? Since 1950 you have heard about the north and south Regents.

RMU: Well, I think there was no question about it that the southern members of the Board were aggressive in getting something for the southern California area. Perhaps they were in the minority for years. Perhaps the Regents in the north

RMU: weren't too much interested down there. Many of them were graduates from Berkeley or had their feeling toward this area and didn't quite know whether Los Angeles needed quite as much as was being requested. Perhaps they didn't have foresight enough to see the great development of the southern part of the state. And some of them, I think, rather thought that the building of another parallel institution would detract some of the prominence, some of the glory, some of the acquisition of funds, from the institution that was the oldest and had a great position in the world.

On the other hand, there were members of the Board of Regents in the north who voted continually for development and growth in the south. I don't think it could ever be regarded as a violent position. I think the southerners have had to be more aggressive about their attitude. They recognized the need more than did others. I, as you know, had nine years as a business officer in the southern part of the state, and I am quite sure that at the time I was down there there were many cases when I had to be pretty strong in my statement of needs to get the action.

VAS: There weren't so many southern California Regents at that time, were there?

RMU: No, there weren't. Perhaps four. But I mean even in changes, even in the start of autonomy. I told you about the purchasing situation, and to get facilities to make the place go as it was growing. But the people on the spot had to do this.

But this doesn't mean that I was anti-north because I was advocating things. I was expected to give service to that area. On the other hand, when I moved back to Berkeley as a statewide officer, I certainly wasn't pro-north or anti-south.

I think it is a good thing that other business officers of the University had experience out of Berkeley-- Sproul himself had spent a great deal of time in southern California. I think that with a statewide University it is important that there be an exchange of some top administrative officers having had some experience in another part of the state. You can't quite feel the needs of all the other divisions unless you have had some experience in the field. I can't see anything wrong in the southern Regents being a little aggressive in their needs.

VAS: But this was never a fifty-fifty split?

RMU: You mean the Board?

VAS: Yes.

RMU: The Board is much more in the south than it is in the north now. Many more of the active members of the Regents are from southern California than are from the north. For a

RMU: while it was much more from the north. But it is what the governor wants.

VAS: What would you say about a conservative-liberal split? Has that been in existence?

RMU: No comment. I don't know what a liberal is and what a conservative is nowadays. I think that is something about which I do not care to comment. That such a thing exists has been more prominent in the last few years from what I read in the newspaper here than when I was active for the Board. I didn't sense----

VAS: You didn't sense that in the loyalty oath controversy?

RMU: I suppose that is conservative and liberal, yes, I suppose that is conservative and liberal. I guess that is the only place you could sense it. But I think the record of that speaks for itself. It is all written down and doesn't need any comment by me.

When, one day, after many years, the last three people came in just before the noon deadline and signed the papers to take the loyalty oath, they told me that the one thing the faculty had never been able to find out was where I stood. I said, "Are you sure of that?" and they said, "Yes."

I said that that was wonderful, and to just let it stay that way. So I think we can let this conference stay that way too.

VAS: All right.

RMU: It has always been my position that when I was told to do something I did it. It was none of my business whether it was right or wrong.

VAS: What about political affiliation? What effect has that had on the political complexion of the Board? You had some light on that to shed with me once, about the fact that a governor may make a political appointment and what effect this might have or not have on the business--

RMU: I think it is obvious the governor can appoint anybody he wants and is not subject to any review, and what his intents and purposes are for appointing them are I don't think needs my comment. I am not a political scientist, not an observer of politics--

VAS: You've been able to observe whether this had any effect on the Board or not.

RMU: I have not seen very much intent to bring politics into the Board or political appointments. I do remember one governor had some ideas about appointing a dean in the College of Dentistry, and I think the Regents gave that a very cold rebuff, and that was the end of that one.

I don't think there has ever been any other time when it was evident to me. There may have been suggestions to the President as to what he ought to do. But I have only seen this one evidence that the governor then wanted to appoint a dean, and the Board paid no attention

RMU: to that at all, they were not going to accept that kind of precedent.

VAS: Has the Board ever been able to be captured by a governor?

RMU: No, I don't think so. I am quite sure the governor has a good bit of influence on the Board. I think one governor appointed nine Regents. But he didn't capture the Board.

VAS: Who was this?

RMU: Culbert Olson. Either seven or nine Regents during this period. There were some deaths and I think one or two that he appointed began to realize that the Board was not an arm of the governor and I didn't notice that there was any capture of the Board. I think that in that case if it might have gone on a little further there might have been a capture of the Board. It didn't go any further.

I have no doubt that Earl Warren had a good deal of influence on many of the Regents he appointed. He knew what the men were like, he knew them. Therefore, presumably when they were appointed they must have had policies and interests acceptable to him. On the other hand, while he had a long term, he appointed a good many Regents, he reappointed people that his predecessors had appointed, even men of different parties. So there was no attempt there to make it all Republican. I know two or three

RMU: that had been appointed by his predecessors that he reappointed because their service was excellent on the Board of Regents. So I don't think this was any attempt at capture. Certainly Mr. Pauley is an example; he was appointed by a Democratic governor and reappointed by Earl Warren, a Republican governor. And I think there were other cases.

VAS: Do you remember this criticism of Merritt in the 1930's when he was Regent? I saw several news stories-- headlines on this.

RMU: I don't remember. I imagine if such a criticism had come about it could possibly have come from the farming groups for whom he had served during the Depression but was not able to bring about the millenium for them. He headed two farming groups, as you recall--two farming assoications. I would say that these organizations were never quite happy with their bad luck and with the continuation of his high salary, which he certainly merited (not taking a pun on his name). He was a competent man. Therefore you don't get competent men for a kind of a salary you pay for a clerk, and even though the association that calls you in may not be at the moment benefitting by a boost in its economic position. But I don't know these troubles. Let's see, he was appointed a Regent in 1928 or thereabouts, and I was in Los Angeles at that time. I did see him in

RMU: connection with some of the studies in the choice of the UCLA campus--I guess it was 1926 he was a Regent. But I didn't have too much contact with him. I knew him, of course, in my very early days at the University.

VAS: So whatever kind of factionalism develops in Regents develops over issues, right?

RMU: I would suppose so, yes. I don't think there are any basic lines. I don't think you have a group of Democrats that are going to follow Mr. Johnson or Republicans that are going to follow Mr. Nixon or somebody else just on party lines. We have not got that situation, or I never knew that we had. Of course, my contact with the Board has been pretty meager the last three years.

[The following material was answered in writing by Mr. Underhill at the time he corrected the transcript of the interviews.]

Question: Can you describe and explain the essentials of patent agreements?

Answer: I was asked to describe the patent activities in which I took a part and which for some time I administered. In 1943 the Regents adopted a patent policy whereby they agreed to take over inventions offered to them by the faculty,

Answer: and if the inventions seemed of economic interest, to attempt to get a patent and then to try to license the patent, giving a part of the income to the inventor. The original board consisted of about seven people and was chaired by the dean of the graduate division, Charles B. Lippman. After his death the chairman was Dean L. M. K. Boelter. I continued as a member of the board and acted as secretary and administrative officer all the time that Boelter was the chairman. Actually I administered all the business matters connected with a patent, for an invention and subsequent patent was an investment of the University rather than an operating property.

I licensed many inventions, the first one of which was of any note was the development of synthetic pantothenic acid by Dr. Babcock of the chemistry department at Davis, the efficacy of this product having been proven by studies and cooperation of Dr. Thomas H. Jukes of the biochemistry department at Davis through tests on chickens.

There was a patent interference in this matter which took seven or eight years to solve. Finally an agreement was made between the University, the Research Corporation of New York, and Hoffman-LaRoche, a drug company in the east. This invention produced over \$1,000,000 in royalties for the University. The patent

Answer: has now expired.

There were many other patents that came along, very few of which produced considerable money until one or two very recent inventions in the field of agricultural machinery.

I succeeded Dr. Boelter as chairman and continued in this post for about seven years prior to my retirement on July 1, 1963. It was my duty to try to determine if a patent was not precluded by prior act, if the invention really filled a need, and if so to try to license it to some manufacturing concern. I tried to spent a portion of every Wednesday in the administration of these duties.

[End of written material.]

Interview 6, July 25, 1966

THE UNIVERSITY AND GOVERNMENT CONTRACTS

VAS: You talked before about the work you did during World War I; who was responsible for the same kind of work between the wars? Or was there very much?

RMU: There was very little government research, government contract work, government construction work during the period between the first and second World wars. Of course, as I told you before, after the cleanup on the payments due the University in 1918 and 1919, I was only here in Berkeley for two, three years. But as an accountant I do not recall much government activity.

Then I was in Los Angeles for nine years and had no part in any government affairs. I did not hear of the University having any except some rehabilitation training for injured veterans, especially in agriculture or mechanic arts--the latter mostly in Los Angeles. So I might just as well say that if there was an agreement, why, the comptroller would probably take care of it, but there was not very much going on then. It did not start again, in any volume, until 1940, when one or two very small research contracts wound up in engineering. Then the next start was the opening up of the contract for the

RMU: underwater sound detection process at Point Loma.

However, in the fall of 1940, on one of my periodic trips east as the treasurer of the University, keeping in contact with the treasurers of other important universities and with the investment organizations in New York, I stopped at Massachusetts Institute of Technology, talking to my friend Horace S. Ford, the treasurer. While I was there--I remind you again, this was about November, 1940--he inquired of me as to any University activities in connection with the government in anticipation of the war that might be coming, because the war was already going on abroad. He then told me that he was going to take me into a laboratory where he probably didn't have any business taking me, because it was a secret laboratory. (But I guess the statute of limitations has run now.) So we went into the M.I.T. radar laboratory, as they called it, which was a research organization built upon radar communications, radar, at M.I.T. So we went into the laboratory and he showed me they were doing this work for improving communications, and, as I found out later on, for jumbling other people's radar.

^{Luis Alvarez}
~~Louis Albers~~ of our staff was there at the time. I think Ed MacMillan was there for a while--I'm not dead sure of that--but they had, as I remember, about 1400 people. And Ford said to me, "You fellows better get

RMU: ready because you're going to be called on as the major university on the west coast and one of the great institutions such as one or two of us, and you better get girded up for this situation."

So I came back and I told Sproul, who was then President of the University, what I had discovered, and I told him, "I must give you this somewhat in secrecy, but here's what's going on back there. And there isn't any question with the eminence of our University staff we'll be into this same situation, and maybe we better get ready for it."

So Sproul said to me, "Well, the finance committee meets next Tuesday, and you better tell them what you discovered, and let's see about getting the University of California ready for what's liable to come." I remind you again that this was in November of 1940.

The Secret Defense Committee--1940

RMU: So I told the finance committee about this, and the committee then decided they better take some cognizance of this situation and prepare the University of California for the demands that were going to come on the University. So they agreed to do that, and they said, "Well, I guess you better take

RMU: a part of this thing, you'd better start working this thing out, and I'm sure that Underhill has some contracts; he'd better get mixed in this thing too."

So as we returned, Sproul formed a defence committee, of which I was the chairman. It was a secret committee, and I can't right now recall the names of the people that were in it, but the President's record would show that. And our duty then was to sift out the government requests that would be coming in to us and decide whether it was something the University really from its educational, teaching, or research capacity should do, or whether it was just trying to use our real estate for housing of some project which was not of university grade. And in the next place, we would have to decide whether the University was able to take these on as they came along.

Well, of course, starting about in June of 1941--there were very few up til that time--but about June, 1941, the government wanted us to take on this underwater sound detection job, which later was established at La Jolla and Point Loma.

I went east with ~~Den~~^{Den}ning Maclise, who was the business officer in Los Angeles, having succeeded me there in 1930, and we were sent to M.I.T. to find out how M.I.T. was working on these government contracts, then to Columbia and then into Washington to talk to the government people. As a result of this trip we then negotiated the contract that started the underwater sound detection job with the Office

RMU: of Scientific Research and Development, which was the government's arm for practically all research jobs at that time. This contract started in June of 1941 and little by little and month by month more began coming in--the requests began coming in in such volume that I said to Sproul that I had to have some aid; I couldn't carry on all my regular work. So he gave me Russell Bartell (who, unfortunately, died just recently) as an assistant or secretary to this committee, and Bartell put in quite a bit of time investigating some of the requests as they came in, to see whether the departments could do the work. This went on until the war broke out in December of '41.

The War Committee--1941

RMU: At that time the government wanted the University to take on a job at the Rad Lab here on the campus and to convert the Rad Lab into some purposes about which I knew nothing. Sproul called a very big meeting of faculty members at the International House for an all day meeting one Sunday, in December, and the so-called secret defence committee became a war committee, and Baldwin Woods was made the chairman of the committee, took over the leadership that I had as a part-time matter before. Most of the members of this committee

RMU: were faculty members. I do not now still recall the names of the people, but again, you'd find these in the President's files.

From then on, these tasks that were offered to the University were sifted by this committee or by Dr. Woods and myself in an emergency matter. The war being on, and requests coming for so much scientific work at the University, it became impossible to take these matters all to the Board of Regents and get approval. So the Board determined that if these matters were studied by the committee chairman, Dr. Woods, and myself, and if we found the department could handle the task--we had space, we had the electricity or other services necessary--and if the University was thoroughly protected in its expenditures, and some reasonable overhead cost, I was empowered to accept the contracts without any action by the Board of Regents.

I, as Secretary of the Board of Regents, was signing all the documents and contracts for the University at any rate. We would get a telegram from the government, some agency--usually the Office of Scientific Research and Development--that it wanted us to do a task in chemistry, for example. If I found out that the Chemistry department was able to do it, the instructor wanted



October 20, 1960 - Los Alamos

Regents Brown, McLaughlin, Hagar
and Hansen. Vice-President
Underhill, Darol Froman, Regent
Canady and Dr. Bradbury.

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RMU: to do it--of course, they knew that before they sent us the word--we would then by telegram that very day accept the telegraphic letter of intent, and it might be two months later on before we had a contract. And this went on and continued vigorously during 1942 and '43, '44. Emergency action had to be taken, the government couldn't wait, and, as a matter of fact, we seldom even told the Board of Regents what was going on.

Atomic Energy Negotiations

VAS: Did Los Alamos develop out of this project at the Radiation Laboratory, or how did it develop?

RMU: The Los Alamos project, to the best of my knowledge, developed out of the Radiation Laboratory because Ernest Lawrence had some theories of science which might develop into the atomic bomb, or atomic device, and he had with him J. Robert Oppenheimer, who was a physics professor here at Berkeley. When they made the arrangements, about which I knew nothing then, it was determined that we should take over the task somewhere outside of California.

It so happened that the contract had first been started with Princeton University, but Princeton either was not able to carry it out or apparently--maybe the government

RMU: decided that for the secrecy of the activity that later was put into Los Alamos, Princeton was not the place. And as Robert Oppenheimer was put on as chairman of it, director of it, they came to the University of California for the operation. The University had already, as I said, in December, 1941, started to convert the cyclotron to the uses for the government through the Office of Scientific Development. This was immediately taken over from the contract that started with the Office of Scientific Research and Development by the engineering corps through the Manhattan District of the army.

When the Los Alamos project started, or was to be started, they again sent a letter of intent, or a telegraphic letter of intent, without saying where the project was to be carried on. I was informed it would be somewhere in the Rocky Mountain States. Again, having this responsibility of accepting these contracts for the University I decided, since it was not in California, I better get some compensation insurance and public liability insurance. So I asked what state it was in and I was informed that was not information I should have.

But I had to find out some insurance company that could insure in the Rocky Mountains. So I contacted one insurance company and found out that there were two states in the Rocky Mountain area, or that part of the United States in general, including Texas, where they couldn't insure,

RMU: didn't have an operation permit. So I rang up Mr. Oppenheimer and told him that it was about time to quit playing hide-and-seek around these matters, and he better tell me what state it was going to be in, or I wouldn't approve this project for the University. Just to show you how naive I was, I didn't know what we were getting into, what the contract was all about. And here I was saying I wouldn't do this.

So finally, after some discussion, they turned around and got permission from General Groves to tell me it was to be in New Mexico. Then I proceeded to get a cover note, some insurance to take care of any matters out there before he went. Then General Groves came out here one Saturday to see me about this matter and brought with him a candidate for the business managership of this contact. I told him I could see him in the morning, but couldn't see him in the afternoon because I was going to a family wedding, and so on, and had to take my daughter there, and I simply couldn't meet him in the afternoon, but I'd meet him at lunchtime or in the morning, or on the following day. So Groves shows up about 1:20 Saturday afternoon in my office, and I again, not knowing who he was or of what importance, told him I was sorry, I had to leave in five minutes. He told me to sit down. I told him, "I told you this morning you could come

RMU: to lunch with me, I'd see you in the morning, I'd see you tomorrow, but I cannot see you after 1:25 this afternoon."

So we got into a little discussion about that and at 1:25 I got up and told him he could use the office-- welcome to use the office if he'd like to. So he said that he wouldn't be back the next day, he was going to get on the train and go east. I got up and left, picked my daughter up and went to the wedding.

The next day I came in and met with the candidate; Lewis Baker, the chief purchasing agent of the University; Mr. Lundberg, the chief accounting officer or controller; and Ed MacMillan. We talked for four hours, most of the talking being by the candidate, telling me how he was going to run the project and what he wanted to do. I just sat there saying nothing and listening to him, bringing him in with more conversation. I finally turned 'round because I was tired after three hours of this discussion and asked Mr. Lundberg if he had anything to say, and he was so horrified he was dumfounded. I then called on the purchasing agent, and Baker knew I was getting tired, I needed a little help, so he asked a few questions. Then I took over again.

The man said he was going to leave at 2 o'clock. I offered him a car to go to the airport. He had a car, so he went on his way, and I said nothing. The next Monday

RMU: morning Dr. Oppenheimer rang me, saying he was delighted we had such a fine conversation yesterday, glad the University was entirely satisfied with this man, that I didn't impose any objection whatsoever to the man's method or what he was going to do, that Dr. MacMillan had told him it was a very pleasant meeting. I said, "I wouldn't have him on the reservation."

Oppenheimer was then completely horrified about this situation. He rang me back and said I had to go to New York. They were going to have a meeting in New York, I had to discuss it, the University had to take this contract, and we had to take the man.

I said, "Not me!" I wasn't going to take the man.

So next day, on Tuesday morning, I went in to the finance committee and I told them about the conversation, what this fellow was going to do, and why I couldn't stand for it. The University couldn't be protected, and I wouldn't have him for the business manager of the place. That was all there was to it. They wanted me to go back to New York for a meeting on the following Saturday and they said, "Well, you go back to New York, and you take it or leave it, as you see fit; the entire power to take the contract or turn it down is yours."

So they got me a space on the train and I went east.

RMU: Oppenheimer was on the train; he only spoke to me once on the train because, he happened to meet me in a doorway. The next day, next Saturday afternoon at three o'clock, we met in a room in the Biltmore Hotel with Groves and an army major who was a lawyer, and Oppenheimer, and five or six gentlemen to whom I was introduced, men I didn't know. They didn't mean anything to me whatsoever. But later it turned out they were the greatest assemblage of nuclear physicists the United States had. But, of course, this meant nothing to me.

So I spent an hour and a half telling General Groves why I wouldn't have this fellow on the job. He couldn't represent me, he could never make a purchase order, he could never sign a check. That was all there was to it. I suggested that if they wanted him, they give him the contract, give it to the University of New Mexico, or take it anywhere they wanted to. As far as I was concerned, we wouldn't have him. And if he was the condition of having the contract, that was the end of the show. About 4:30 in the afternoon the candidate came in and we shook hands and I said, "Now, I just want to tell you, sir, that I'd never say anything behind your back I won't say to your face. I spent an hour and a half saying I won't have you; if I have to take it with you, I won't have the contract."

RMU: I said to Groves, "Well, I guess now you can talk to him; I'll get up and leave." (Again, I remind you, I didn't know who these people were in the room. A lot of them I've met since, I know who they are.) I started to leave, and then Groves told me to sit down.

Oh, before all this he told me what chair I was to sit in, and I wouldn't sit in the chair he designated. Three times he told me which chair I had to sit in, and I wouldn't sit in the chair. I went over and sat on a davenport on the side of the room and said, "I'd choose my seat, "what did he want to know?" That was a fine start of the conversation. I decided if we're going to have a war, we might as well have it. After a while I said I'd sit down, but I wasn't going to compromise, adjust, arbitrate, or anything else; I just wouldn't have the gentleman. He was sitting in the room when I said this thing. I said if they wanted me to sit there and listen, I would be glad to listen, but I'd say nothing.

So the general asked him a few questions, if he'd told me the things I'd repeated. He said yes, he had. So the general was horrified; he knew then why I wouldn't take him, but they told me they'd like to meet me the next day at three o'clock. They'd tell me whether they wanted the University or they had to have the man. So the next day I was walking

RMU: around New York with my friend Joe Campbell, who was treasurer of Columbia University. As we came down Vanderbilt Place turning into Forty-Second Street, J. Robert Oppenheimer stepped up and said, "Oh, just the fellow I'm looking for." So I pushed Campbell away down the street and he went down to the third trash can and waited for me.

Oppenheimer then told me that with great regret they had come to the conclusion they would have to take the University of California. They understood that I wouldn't have anything to do with this fellow, but no physicist thought he'd get along without him, and they could understand no businessman thought he could get along with him. So they wanted the University of California, yet they wanted to meet me the next day in Washington.

So I said, "All right, I'll meet you in Washington at three o'clock, but I'm going to take the 5:30 train west. And so, I'll go down." So I met Groves the next day. Oh, we agreed to take the contract.

VAS: With the man?

RMU: Without the man. The man was later on hired there for an entirely different proposition, but he never had anything to do with issuing a purchase order, signing a check, or any business function. They had asked me who I was going to choose as a business manager, and they would have the right to veto. I said, "Oh, no. You chose the University of California, we'll take care of that matter." So I

RMU: told Groves he had no right to veto our employees.

VAS: Well, that's quite a story.

RMU: I called that the shakedown cruise! So then Los Alamos-- I came back and told the finance committee the next week that we would appoint our business manager. They all practically shook their fingers at me, said, "We didn't know what was going on down there, and I don't suppose you do either. I said, "No, I didn't."

"You better see nothing happens, that the University is protected." So I was warned plenty about what I had to do.

And here I was taking on this contract for the University, so I had to go there practically every month during the war. The family never knew to where I disappeared. I'd go there or to Oak Ridge until the bomb dropped on Hiroshima. I appointed a business manager who was the fifth assistant cost-accountant, I think, in the University Press, and he went out as a business manager. We appointed a purchasing agent; that was all under Mr. Baker's department. And we appointed the accountant. We controlled the bank account, although I again didn't know what we were doing. But I had to go there once a month. I went there before we made the contract. I went there in March, 1963, looked the place over, not that I gained much information from that, but a little bit,



The signing of the Atomic Energy Commission and University of California 5-year contract for the operation of the Los Alamos Scientific Laboratory. April 3, 1957

Left to right--Paul Wilson, AEC Manager, Los Alamos; R.M. Underhill, K. Hertford, AEC Manager, Albuquerque; C. King, AEC Attorney; Walter Brummett, AEC Contract Secretary, Albuquerque.

RMU: because it was a pretty desolate place with very few buildings. We had to put up in Santa Fe, which was no hardship, because there was no place to live in on top of the hill.

Then in April of '43, Ashley H. Conard--who was associate attorney for the Board of Regents, and then was really acting attorney in charge of the legal department because John ^{U. CALKINS} ~~W. Gaiken~~ was a general in the National Guard and was away -- Conard and I went to New York and met the men in their Manhattan District office at Fifth Avenue and Twenty-Ninth Street. We made the contract with a lawyer and another army officer.

The Contract Signed

RMU: The contract was signed by Colonel Marshall representing the army and by me, representing the University. We were then on our happy way, if any!

VAS: And you didn't know until when?

RMU: I did not know the purpose then. It was in the fall of that year two things happened. In the first place, the Radiation Laboratory was going full blast about that time, but they needed a chemistry building. So they provided the money to build a chemistry building. James H. Corley, who was chief internal business officer of the

RMU: University had the contract to build the building. To him it was just another building, like any other building on the campus. It was going along at the ordinary pace. General Groves came out here one day; I knew he was coming, so I told Harold Fiddler, who was a major on his staff and was here then, that when Groves came out I had to see him. I wanted some time with him. Fiddler conveyed to me the message that he was going to see Corley and I could come in and speak to him in Corley's office, if that was all right, but they had no other time for me. So I walked into Corley's office, and Groves was just chewing Corley alive, sparks were coming out all over the place, and you know what I mean. Anyway, he was working on Corley. I said, "Now, just a minute, General, what's going on around here?"

"Well, he's not getting this building fast enough. We've got to have this building."

Corley didn't know what they were doing. He knew less than I did.

So I said, "Now, just a minute, General, I think we're going to stop the whole job, and cut this building out."

"What do you mean?"

"Well, in the first place, you don't pay your bills, your credit's no good. You told me when I made this

RMU: contract that we would always be in cash ahead of time. We have two million dollars on the cuff, and the cuff is getting pretty dirty. And here's a statement," and I handed him a paper showing that they owed us two million dollars at Berkeley and Los Alamos at that time. "I just haven't got the money."

So he left Corley and started on me. It was no use working on Corley at that point, so he started after me, and I was so mad about this thing I said that he'd got to pay his bills or we were going to shut up the works. We just didn't have the money! I really didn't have the cash.

So, "Any kind of money we had, we had to use!" This was kind of a very queer practice as far as I could see, and I thought my duty was to act as treasurer. Well, anyway, Groves said, "Well, you must come back to Washington and meet me."

So I went back to Washington. He brought up his chief finance officer, and he worked on him pretty hard about this thing, because he knew I had the power to stop the job if I wanted to. So he told this fellow, "For God's sake, give him a couple of million dollars and shut him up."

To me, "You send me a statement every two weeks of any bills, any claim that is two weeks old."

RMU: I replied, "Well, General, I can't do that for you. You give me enough money to run for a full month, and I'll send you a statement the first of every month of any bill that is fourteen days old."

Then I went down to the Statler Hotel with the colonel. They brought up a finance officer. "Come on down," I said. "We have something to talk about at the hotel."

So we went down, and you know what part of the hotel we went to. We were sitting there in the proper, formal atmosphere, and I told the colonel that I was going to mail this letter, the carbon copy of this statement, to him at Oak Ridge on the first of every month, airmail, special delivery, and I'd mail the general's copy the next day by surface mail. And I said, "By the time you get the list, you get them all paid if they're under the table somewhere, you get them all paid, so if the general is after you, you can say, 'They're all paid.'" So the colonel was my friend for life and we got our bills paid.

Well, after that he gave me two million dollars. I was carrying that in my pocket all the night. Luckily I didn't lose the checks. Things were going a little slowly. We--I'll admit we didn't have all the force in there we needed.

RMU: Lawrence Explains

RMU: I didn't know what was going on, so Ernest Lawrence rang me one day, said he wanted to have a little talk with me. "Could I please stay in my office until seven o'clock?" I said, "Yes."

Now, this was about the fall of '43. He came in and I'm sure he locked the front door. He certainly put the catch on my door in my office, pulled the window shades down there. We practically crawled under the desk, when he decided, so he could talk to me. So I said, "What is going on?"

He proceeded to tell me what they were trying to make at Los Alamos and what the effect of an atomic bomb would be. And of course in my very poor scientific experience and lack of scientific knowledge, this was kind of a startling statement to me. Well, I'll admit that it had some effect upon me.

Now I knew what we were getting into, and perhaps I encouraged some of my colleagues and myself to put a little more steam into the job, but the only thing I had to do was keep supplying the support, the business experience and everything but the scientific. Then I knew what was going on, but I couldn't tell anyone else around here. I was never allowed to tell Sproul; unfortunately, Sproul at a

RMU: commencement exercise, which I happened to attend because my daughter was getting a degree then, in the early part of the war, made some offhand remark in his speech: "Who knows--at the Radiation Laboratory we may be developing the death ray or something of that kind." So, of course, I know he didn't know what the final objective was (neither did I). It was an off-hand remark, sounded fine for the kids at the campus. But Groves was horrified with this--too close to the truth. So I was given orders to be sure not to tell anybody, including the President of the University or the Regents, what we were doing! Finally they told me so I might not slow up the services of this job.

VAS: You're just too blame stubborn.

RMU: It was a very uncomfortable position, I'll assure you. With Groves and Oppenheimer working me over one side, and the Regents on the other, I had a very pleasant life. Well, I don't know as we need to go any more into Los Alamos.

VAS: Well, that's the story . . .

RMU: My having it was completely accidental; I was here all the time, and I had power to sign contracts, and I guess that's how this got hung around my neck.

VAS: Was it your impression that it was Oppenheimer, though, who had engineered the transfer from Princeton here?

RMU: I do not know that. We had to pick up all the expenses that Princeton had, that hadn't been paid for, so we issued

RMU: them a subcontract for the things they'd paid for, not knowing what they were. Then we paid Princeton off.

VAS: All right. Pick up one more question on the Los Alamos before we get into the next phase of this. Do you recall what the magnitude of the, the dollar magnitude was of the first contract that you gave here?

RMU: Yes. When the first contracts of these two projects at the Rad Lab in Berkeley and in Los Alamos were made in New York, I asked what the volume was to be. The first contract for Los Alamos was five million dollars to go from the start date, which was about January 1, 1943. Besides picking up these bills of Princeton, on to June 30, 1964, and the pickup for Berkeley for the same situation for about a year and a half, from January 1, 1943, picking up from the Office of Scientific Development contract over to June 30, '44, was seven and a half million dollars. I asked the question--

VAS: In both instances up to '44.

RMU: Yes. We made the contract in April of '43.

VAS: Right.

RMU: That's when the first . . .

VAS: You said '64 before.

RMU: Well, excuse me. Forty-four. I asked as far as Los Alamos is concerned, what would be the magnitude, how much would be spent there, and I was informed there would never be



October 29-31, 1964

Regents visit to Los Alamos. John Young, Publicity Head Los Alamos, Underhill, Regents Coblenz and McLaughlin.

October 29-31, 1984

McLaughlin,
Underhill, Regents Coblenz and
Young, Publicity Head Los Alamos,
Regents visit to Los Alamos. John



RMU: more than 250 people, and probably we'd never expect to spend more than seven and a half million dollars a year. Well, there are about thirty-three hundred or thirty-four hundred people on the job now, and the contracts going through our account run in the neighborhood of sixty million dollars a year, and the government spends much more than that, from other sources. So the guess was a little bit wrong. The guess of the government was a little bit off.

VAS: I would say so. Aren't you glad you don't have them estimating . . .

RMU: Well, as a matter of fact, the Los Alamos project had a branch down in Albuquerque which was doing some work that I didn't think was research or development work; I thought it was a manufacturing activity and that we ought to get rid of it. So I took a committee of the Regents there to take a look at it. It had then 1250 people there, and as he went through seeing what they were doing, I remember one of the Regents turned to me saying, "They call this research?" This was A. J. McFadden.

I kidded Dr. Bradbury about that, he wanted to keep it. We made a deal with the Western Electric Corporation to cut that one off and get rid of it. They had 1250 people there, and now I think they have 9,000. So we got rid of that one. The University did not want to be in manufacturing. When a device was tested, and proved it could be made, a blueprint was provided; they thought somebody else could do the manufacturing.

The Callexico Engineering Works, Santa Fe, New Mexico

RMU: Now, in the set-up of this job, although one or two other things might be interesting, we had a purchasing office in Los Angeles, one in Chicago, one in New York. Anything that was bought in Los Angeles, or came into Los Angeles addressed to the University of California, went to a warehouse in the western part of Los Angeles. The packages were taken off, and the numbers taken off, and then everything was remailed the Callexico Engineering Works of Santa Fe, New Mexico. And once a day, or twice a week, whatever was convenient, these articles went into a sealed truck and went out to Santa Fe, New Mexico. The same thing happened where purchases were made in New York or Chicago by the University of California. They were shipped into a warehouse in Chicago, the labels were taken off, and again everything was then relabeled for the Callexico Engineering Works at Santa Fe, New Mexico. The University of California name disappeared.

The people who came to Los Alamos were not allowed to bank in New Mexico. They had to send their checks to Atlanta, Georgia, or Boston, Massachusetts, Milwaukee, or wherever they came from. They couldn't have a local bank account, couldn't get out. We had to set up a check-cashing system, and

RMU: sometimes we were cashing as much as \$20,000 in checks a day. These fellows couldn't get any way of getting any cash. I don't recall how the mail came in, but I think it came in in some kind of a packet, in some kind of a hidden place at the same time.

The trouble here was that if these names of the important scientists who were being gathered there all appeared on the roll as clients of a bank in Albuquerque or Santa Fe, somebody might begin to find out that this was not a rest home for pregnant WACs, as the word got out. Nobody was allowed in or out; I had difficulty for a long time, I said I couldn't meet my responsibility to the Regents if I didn't get in there, talk to my staff, and so on.

Finally, and I guess very reluctantly, General Groves gave me a pass to go in and out as I saw fit. But I couldn't bring the pass out; I had to leave the pass there at the gate. I couldn't have that kind of pass in my pocket. I couldn't tell anybody where I was going, back on the Chief, from Los Angeles to Lamy, New Mexico, or going to Oak Ridge. I met one man on the train coming back from Chicago, was playing dominoes with him, and pretty soon the porter came and asked me if my bag was packed, and the fellow said, "Are you getting off here?" And I said, "Yes." I said, "I can't

RMU: hide it, but when I get off at Lamy, the next station, there will be an army car there and a sergeant, and he'll salute me and pick up my suitcase, and off I go, you didn't see me here."

That's the only time I ever ran into anybody. When I was going out of Los Angeles and a man wanted to know where I was going, or what my business was, I was a hay, grain, and feed dealer of Manhattan, Kansas. The main reason I picked that town was that the train didn't go through Manhattan, Kansas, and most of these fellows were garment salesmen from Los Angeles, and they didn't know anything about the hay, grain, and feed business, for which I had studied that morning, so I knew the prices of all kinds of oats, hay, and alfalfa and everything else in the grain market. I could discuss hay, grain, and feed, and when I started discussing, they'd get up and leave, which was fine. Coming back, I was an olive grower from Fresno, California. And I knew about olives, and diseases of olives, and so forth, so everything was lovely. It was an interesting life, I assure you.

VAS: What if we didn't have a College of Agriculture, where in the heck would you have been?

RMU: Well, there aren't many places that olives are grown. No, no, I had to pick my footwork carefully. I thought long about that.

VAS: That's all right. Where did you get this nickname, the "harness expert"?

RMU: I never heard that I had it, so I can't answer that. People get called a lot of things behind their back. Maybe I did have to tie up a few things, but I don't know where you heard that.

VAS: Well, was there ever any--

RMU: I don't know where you picked that up.

VAS: Was there ever any problem in that relationship? Were you ever in any danger of losing it?

RMU: Dr. Oppenheimer was kind of mad at the University of California, mainly because we wouldn't let him do certain things that--in a financial way--that he wanted to do. For one thing, he wanted to make long-term contracts with the scientists, and Groves would not let us make a contract. He insisted I make them anyway, and I couldn't make them.

There were certain things we would not let him buy, certain matters, without having approval. He still was very much irked because I wouldn't let him have this man he wanted to have as the chief business officer, so he did his best to hide everything from me that he could. I remember one night that we drove up in an automobile from Albuquerque to the top of the hill, when there was a place to live up there. As we were going up we passed a tank with a howitzer or a field piece on it. It was, of course, covered with tarpaulin, but you can't hide a big gun like that, even on top of a tank. So Oppenheimer noticed that I saw it, and he said, "Well, now you've seen a

RMU: secret."

We passed another place where there were a lot of men sitting out warming their hands on a little side road over a bonfire, and I said, "What's going on up there?"

The personnel officer, who was a physicist from ~~George~~ Washington University of St. Louis, started telling me what was up there. Oppenheimer hit him in the ribs--I could almost hear two ribs cracking when his elbow hit him there, and the fellow promptly shut up, so he wouldn't tell me what was going on.

When I would be out there, Oppenheimer would try to find where I was and what I was doing--who I was talking to and what I was learning. Lieutenant Colonel Stewart, representing Groves, would try to find the same things, and I had a wonderful time ducking. Sometimes when I was doing work out there, I'd avoid all of them while I was trying to find out what I could do to protect the University of California from contingencies that might well have occurred. Oppenheimer was really cool to the University of California, because we certainly held the financial side in order.

I am sure that Groves was putting pressures on him to do things for expediency in the early days. Not knowing what they were doing anyway in the secrecy, I had to be careful to meet contract requirements and cover the financial bases. I don't want

RMU: to criticize him for it, because maybe Groves was putting the heat on. Groves used to put the heat on me pretty badly to do things, too.

And then, after it was all over, there was the question of how we were going to be paid. I was quite often told that this was an improper expenditure, and Groves would say, "Oh, I told the University to get that done, and he got it done, and by God, you better pay for it." And Groves, I will say for him, cleared up every bill. There never was a nickel in trouble, and in this whole situation, financially, it went through perfectly at the end. But Oppenheimer was not very friendly to the University of California.

VAS: But that had nothing to do with--oh, that's right, that's all we were talking about.

RMU: It's getting down to about twelve now.

VAS: Yes, I think we are.

RMU: Next, have I negotiated all the contracts? I have negotiated all the contracts with the Atomic Energy Commission for the Radiation Laboratory, the Los Alamos contract, and the medical-radiation job at Los Angeles, since the inception. I signed all of them until '62, when I had given up the job as secretary of the Board, but I negotiated the contracts, and Marjorie Woolman, as secretary, signed them. I did not negotiate some of the very small AEC contracts, because they were already

RMU: campus affairs, they didn't involve the amount of money or the separate operation that these three contracts did. But I did negotiate every one of the contracts for the Radiation Laboratory, for Livermore, and Los Alamos. And I signed all of them up until the 1962 contract, which I negotiated.

Consequences of Federal Contracts

VAS: What has been the general effect of these federal contracts on the University's financial position, in your estimation?

RMU: Well, every direct payment has been paid, the operations on the fiscal side; the business office was so carefully arranged that we never had any disallowances. The University had an overhead in the first contract, which was twenty-five per cent of the salaries for Los Alamos, fifteen per cent for Berkeley. This was far above any computed indirect costs for contracts that were so self-contained, and we negotiated a refund back to the government, which I think was something like a million and a half dollars at the end of the war, for excess overhead.

But before the refund was made, I insisted that the government allow us to pay to the state retirement system for the pension payments put in month by month for all the employees on these jobs. In other words, I said the cost of the payment was a cost of this job. We couldn't tell the state that these

RMU: people were working for the government, but we did arrange to pay the state back something like a million and a quarter to a million and a half. This was a great surprise; Corley had the privilege and pleasure of going to Sacramento and handing this back to the state of California. I assure you, that was quite a gift when they got it; but I felt that the state was entitled to that reimbursement.

VAS: Do you think that the character of the University was changed considerably, from your vantage point, ever after?

RMU: There's no question but the results of the University in these research tasks we've just been talking about and in many, many others--for the navy, the underwater sound job I told you about before, and many, many others of less magnitude--were so beneficial to the government that, even to anybody who didn't know it before, the eminence of the institution was brought well out to the front. And I don't think there's any question but what--though I can't prove this, not being on the academic personnel employment side--that there's any question that this is a place that fine scientists, fine people in the social sciences would like to come, because of the band of colleagues that they would find here and of the opportunities that the University obtains for research work, not only from the government, but from others because of the sort of things it has done and proved it can do. So I have no doubt that the results of these activities have

RMU: broadened the University and benefited it in many respects.

The University, of course, had to be very careful that the load coming on the University from outside didn't dissipate its major objective and use up all its resources. This is something about which the President of the University has to be very careful: that the University has the physical and scientific capacity, the financial ability to take care of these tasks as they come in. And he must be very careful to see to it that the University's resources are not eaten up. There must be some overhead return to build up a replacement. I'm quite sure these tasks have brought much more to the University than it would have had otherwise.

VAS: How about financially? How much in terms of actual dollars coming to the University would not come another way? How much? What kind of a magnitude?

RMU: Well, of course, intake of dollars doesn't mean all benefit. At the present time, let us say that approximately there is four hundred million dollars of government activities a year. Now this goes in and it goes out awfully fast. And it does help build facilities. I'm quite sure the Radiation Laboratory, no doubt about it, provides facilities for graduate students who work on the project. At the same time they have tools that they couldn't have any other way. In Los Alamos, New Mexico, graduate work is done under the University of New Mexico, not the

RMU: University of California, but we're doing this at Livermore now. These tasks provide some financial support for students who at the same time can give service to the project, and they do have research tools they couldn't have any other way.

VAS: Financial support in terms of jobs.

RMU: Jobs, yes. But on the other hand, all the four hundred million dollars isn't gravy. There's very little net return, which is based only upon a negotiated agreement as to what the indirect costs of the University are, which of course should be paid. If not, the University gets eaten up by the jobs. It throws the burden upon the state of supporting a bigger personnel, a bigger administrative group, and of maintaining buildings and space.

Problems of Possible Project Curtailment

VAS: What happens to these? What happens, for instance, to Livermore and the installation on the hill? What would happen if the government should cease to operate those? What happens to the facilities?

RMU: The University has been very careful not to give tenure positions in the laboratories. With, let us say, twelve, fourteen thousand people employed on our AEC contracts now at Los Alamos, Livermore, and Berkeley, if the projects should stop, if they should be greatly curtailed because of a moratorium on all nuclear testing,

RMU: all nuclear use of any kind, they certainly wouldn't be of any use. And if they turn around and outlaw all weapons and all devices, the activities would have to be cut down--only to the production of power, or perhaps if it's accepted, the digging of another Panama-Nicaraguan canal or cleaning out a harbor; but the staff would probably have to be curtailed. The University couldn't pick up and find use for twelve to fourteen thousand, or eight thousand or ten thousand of these people. They don't have tenure; there are people in the Rad Lab who have tenure because they were in the physics or chemistry departments before, worked part time in physics and part time at the Rad Lab. Dr. Bradbury at Los Alamos is the only person who has a professorial title there. He would have to be covered.

With the expansion of the University, the new campuses and the increased enrollment in various campuses outside Berkeley and Los Angeles, there can be no doubt that a good many of the scientific people could be used. There wouldn't be much place to pick up the support people. You could not pick up all the maintenance people at Los Alamos. You could not pick up all the maintenance people at Livermore. And probably there are many, many maintenance people at the top of the hill here in Berkeley who would have to go out; gradually, I suppose, there are places they might come in as retirements and resignations in the maintenance divisions in Berkeley. But you can't take care of that kind of a support staff. This problem has been brought out

RMU: in many places, particularly in one economic task force of which I was a member, a government commission. It found out what could happen to a government installation or to the area of a government installation if this thing takes place. We might mention something about that later on, but it is not really a University problem.

VAS: What happens to the hardware and buildings?

RMU: The government owns all the buildings at Los Alamos and Livermore. The University has no investment in them. So the government does what it wants with them. They own a good many of the buildings at the Lawrence Radiation Laboratory at Berkeley. They do not own the cyclotron. They do own a good many of the others, most of the other buildings. They have the right to use some of them for three years. This is a part of the campus which is reserved for the University, can not be alienated and they have to remove those buildings or let the University buy them within three years. Other buildings they've built recently, such as the big bevatron, are on land that the University could alienate, and the government has the right to use that for fifty years, if it desires, provided the activity is something acceptable to the University, something in line with the University's program--I'm quite sure nobody would expect to have a cat and dog hospital up there, with all the traffic going through. But the government can use it for University purposes, not offensive to the University itself. No trouble . . .

VAS: As a practical matter, the buildings on the land that can't be alienated actually will revert to Berkeley?

RMU: Yes. The government wouldn't--can't make any money taking them off. The University does have the right to buy them, but probably the government would just walk off and leave them. They could use them for storage, but as a practical matter now the equipment all belongs to the government, immediately at the time it's purchased, and the government could take it off, sell it, do whatever they want to, or leave it, or let the University have it at a bargain, or whatever it wanted to do with it. But the University, as you can well see, if the needs of that type of equipment had gone by, would not be in a position to pay any great sum, the real physical worth of them. There wouldn't be a need for them.

VAS: You said you had served on a commission to--and this actually I think is going to wrap up these last few questions if I understand it correctly—you served on a commission to study the effects of these government contracts on an institution and what would happen in the event that they were suddenly curtailed.

RMU: I served on a number of committees, and some of them I might briefly describe, because they lead into the other one, and then tell you about that one. The first one I served on was the committee for the Manhattan District before the project was turned over to the Atomic Energy Commission. This was in regard to personnel operations and personnel contracts in some of the

RMU: big contracts. This didn't meet very often. We settled that one quickly.

I served again on another one, representing universities opposite navy people, to set a plan of determining overhead costs for the University. This was headed up by a man named Mills at Princeton University. It was mainly a navy operation. And it resulted in the development of the so-called Mills formula for determining the overhead on the contracts. This has now been replaced by the bureau of the budget circular A-21. But it follows pretty well along that study.

I then served on a Department of Defense committee as a member with three university people, one from Princeton, one from Minnesota, one from Georgia Tech, and myself. There was one representative from the Department of Defense, one from the army, one for the navy, one for the air force, to work out a basis of contractual relations with universities. There were alternates--each member had an alternate who attended only the first and last meeting of the members of the commission.

We set up some basic principles of university contracts, many of which have been adhered to and followed, but not exactly; time has changed them. Getting into the other work, I was appointed a member of an economic task force by the Atomic Energy Commission to determine what could be the future economic impact on the town of Hanford and the environs, in Washington, if the

RMU: plutonium production was curtailed because of the stopping of tests, or the curtailment of tests.

Here was the question of whether we could fragment that General Electric contract, in some way splitting it up into jobs so that other people could take parts of it, and then bring into the area, in the facilities there, some other activity to keep the people employed. There were about 9,200 people employed. And if the plutonium production were completely curtailed, there would be almost nothing left for that contract to do. So we met on that; we had on that commission one chemical engineer, one chemist, one physicist who was a government man; I made the fourth member. I insisted that since we were talking about something in the state of Washington, it would be better if they had an industrialist from the state of Washington who knew the state of Washington better than we did, and then nobody could say-- if we said there was nothing to do, this thing was going to fold up and therefore all the banks and the savings and loan would lose the money on the houses they'd bought--that they couldn't say a bunch of carpetbaggers from outside the state had come in and done nothing. They put on an executive vice-president of Boeing Aircraft Company as an industrialist in that area. He knew the area and knew industry. I was supposed to know real estate and finance, the physicist to represent that part, and the two chemists their part of it. This report did result in some fragmentation. General Electric has pulled out; the very harsh end

RMU: result of no plutonium production has not come about. The project is still going, but there is some kind of a plan-- however, I do not believe you could ever alleviate all the difficulties, the economic difficulty; but I think this commission has had some effect on it. I imagine the studies and reports we made could, in some respects, without too much trouble, be applied to other cases.

The Code of Conduct Clause

RMU: I also did one individual job for the AEC, which took about thirty days, visiting twenty-three of its biggest educational contractors to discuss terms of contracts, and particularly, to try to soften the code of conduct clause of the contract, with which most of the important universities in the United States would have nothing to do; if they had to take it in the contract, they would not take the contract. I visited universities all over the Pacific Coast, midwest, and east. I visited twenty-three contractors and made a long report to the government. I don't know whether the report has ever been completely active or not.

VAS: What's involved in this code of conduct?

RMU: Code of conduct is a statement whereby the university binds itself to allow the government to look over the qualifications of its employees on the contract, and of course, if your own

RMU: professor is being assigned the job, they couldn't permit the government to do that. It also indicates what the man may do elsewhere, in using the knowledge he got on the contract; and more important, very important to some government agencies, is whether a man who is employed full time on some government-supported project in one university can go to another university on a day and get a consulting fee which also comes out of the government's account--so in effect he is getting paid by the government for two days' work.

I proposed a system whereby no university be required to police its own members, but every university would police the men coming from outside. So you don't offend your own people--you can offend somebody else's. This can stop this double payment business, about which I think the government has some reason to complain. But also the question is the control of what the man may do with the knowledge he gains at the government's expense.

VAS: Now, this code of conduct, is that still being required in these terms that you've been talking about right now?

RMU: I have seen it in a couple of contracts, but I have not seen it in the contracts of many of the universities who are--who have done a good job, who didn't need the work seriously, who weren't hungry for government research. They just refuse--some of them just refuse to take it. The University of California did not take it.

VAS: We don't take it.

RMU: No. And a lot of others won't take it. I know there are a few who take it, because they do not quite have the freedom for their faculty that we have, they don't have the eminence we have and they're hungry for the work. However, some modifications will be worked out satisfactory to all.

VAS: Well, if you've got a hungry university, what good does it do them to have a government contract, if it goes, if the money goes in and out, as you say?

RMU: They do get some reimbursement from overhead, which may or may not be exact; they do get facilities for their graduate students. And they do get the opportunity to engage people that they might not be able to engage in their own right. And this leads to an easier recruiting, more people coming in. So there is an advantage to it. You get people who are of a standing you might not get elsewhere.

VAS: Outside of these code of conduct provisions, are there any other things in government contracts that you think need improvement?

RMU: Well, one of the things that is gradually being improved is the declassification of the contracts, which is a great advantage to the university. Classification's hung on too long. There must be some classification in many contracts, but a lot of it hung on longer than it needed to.

VAS: This is secrecy.

RMU: Secrecy. And right to publish. That is an important matter.

VAS: I see. And--because this is something that has been withheld in many instances.

RMU: Yes. But as a matter of fact, it is very much freer now.

VAS: Right. Well, I think we've just about wrapped up this day.

Regents Meeting Berkeley, November 18, 1949

Left to right around table--Regents Jordan, Ahlport, Hansen, Fleishhacker, Assistant Secretary Woolman, Vice President Corley, Secretary and Treasurer Underhill, Regents Canaday,* Dickson, Neylan, Sproul, Fenston, Heller, Ehrman, Griffiths, and Merchant.

*actually not a Regent until 7/1/50



Interview 7, August 1, 1966

REMINISCENCES OF THE REGENTS AND THEIR MEETINGS

RMU: Mr. William H. Crocker, the president of the Crocker First National Bank (then the Crocker National Bank) of San Francisco, was chairman of the Board for a good deal of the period when I was secretary. At that time, the finance committee used to meet at 11:00 every Tuesday morning, and the Board would meet at 2:00 on Tuesday afternoon. Later on that was changed to Friday. Mr. Crocker was the most punctual, meticulous person I think I ever saw. He never arrived at a meeting either thirty seconds before or thirty seconds after the appointed time. You could really set your watches by him.

He didn't put up with any discussion of minor details. I remember one occasion when I was talking about something that I was to buy for the University, some real estate or something, and I said that it was going to cost \$37,417.32, he banged the table hard and told me quite vigorously that he'd forgotten the number of thousands by the time I mentioned the thirty-two cents. I learned my lesson at that time, and after that it was \$37,000 or \$38,000, and no more time wasted on the thirty-two cents, or the few hundred dollars.

I remember one time Mr. Nichols, who was the comptroller, handling the internal business of the University, was talking about something that was going to cost \$75.00, and Mr. Crocker

RMU: banged the table and said, "Dammit, I have clerks to decide those kinds of things for me." So I think that Mr. Nichols learned that lesson, at it was also impressed on me at the same time.

I remember one time we had a Board meeting in San Francisco, and Mr. Crocker started the meeting promptly at 2:00, as was the custom. Two of the Regents came in a little late; they came in at nine minutes after two, when Mr. Crocker has already disposed of all the business and adjourned the meeting. He shook hands with them as they were coming in the door--or he was going out. One of them was C. C. Teague of Santa Paula, a very prominent man of the citriculture business, also of the walnut growers. Mr. Teague was so offended that he sent in his resignation to the Board of Regents, saying that it was ridiculous; he came all the way from southern California to attend this meeting, and the meeting adjourned at nine minutes after two, and he thought that there ought to be more courtesy than that!

However, they calmed the gentleman down, and he picked up his resignation. Luckily he had not sent it to the governor. He just sent it to the Board, and of course a resignation of that kind would have to go to the governor.

The meetings after that time took a little longer, and Mr. Crocker was encouraged to permit a little more discussion, instead of following the principle that he and some others thought, that everybody voted "Aye" on the president's recommendations,

RMU: everybody voted "Aye" when the finance committee made a recommendation. Otherwise there was little to do and one might as well go home.

Finance Committee Rule

VAS: This was a period when the finance committee ruled?

RMU: The finance committee was certainly the dominant group. They ruled all right then; I guess it's still the dominant group, but it really, really ruled, and ruled without much interference.

Mr. Crocker was, of course, a great supporter of the University, particularly in helping build the hospital, and with one of the cyclotrons, the smaller one here in Berkeley. I remember one day when I was coming out of the stadium, his car was parked right by the entrance to the stadium, and as he came out from the football game and started getting into his car, somebody said, "There goes Mr. Crocker. Look, he gets to park his car right by the gate, the University pays him \$25,000 a year as a Regent . . ." And the truth of the matter probably was that he got nothing from the University and paid his own transportation when he went to Los Angeles, as the Regents did on many occasions in the thirties and probably in the early forties. I imagine he was giving the University at least \$25,000 a year.

RMU: He was presiding at a meeting one day and some woman came in and wanted to get her husband the job of dean of the Pharmacy School. She took the floor without anybody inviting her to have it, protested about the horrible condition of the Pharmacy School. They had an open house there, and the alumni came in, and they went into one of the laboratories, and somebody was making an emulsion, and the emulsion cracked. Mr. Crocker looked a little surprised, he didn't understand an emulsion cracking. She turned 'round and said, "Well, you know, Mr. Crocker, when you're making mayonnaise and it separates." I had a large picture of Mr. Crocker mixing the mayonnaise.

At the end of that meeting, somebody wanted to know who let that woman in to make this address to get her husband this job which he didn't get, and they all looked at me in disapproval of my letting her in. I had nothing to do with letting her in; the door was open, it was a public meeting. Finally Mr. Neylan said he guessed it wasn't a Star Chamber, and if people wanted to address the Board of Regents, they had the right to address it. Anyway, the woman got nowhere.

[The following material was added in writing by Mr. Underhill at the time he corrected the transcript of the interviews.]

In connection with the Regents and committee meetings, it might be of interest to record an attitude

Answer: of the principal staff group. If an officer did not receive approval on several suggestions at a committee meeting or there was some criticism, it was the practice of his fellow staff members to name the day after him and later in the day buy him a few drinks at the Palace Hotel, which was across the street from our Board room in the Crocker Building at Post and Market.

At one finance committee I was getting nowhere with my report and recommendations. The Regents apparently knew more than I did about the subjects, or certainly had different ideas. In an aside I said to Marjorie Woolman, then assistant secretary of the Regents, "I guess it is Underhill day." Admiral Nimitz asked what I had said, so I repeated. I was then asked what that meant. So I told him what we did in such a case. Someone, I believe Regent Heller, inquired as to what one would do with people who carried on so. The Admiral commented that apparently no one got us down, and that was the sort of people he liked--they just laughed things off and carried on.

Just to show the attitude, which I assure you was respectful, I once wrote a play for a stag party at Jim Corley's. It was about a Regents' meeting. All principal officers were worked over by Regents. No one, including Sproul, got off. The parts were taken by men

Answer: representing others, and I took the part of seven Regents, giving certain highlights in their talks about their fancies and dislikes.

Corley told Regent Ehrman about it and he asked if he could read the play. He was given a copy. I had not taken him off, but he was the sort of person who would not have taken any offense. He got quite a kick out of it. I regret I mislaid my copy of the play.

We has special nicknames for various Regents which were used in the offices, but I shall refrain from recording them here.

[End of written answer.]

VAS: O.k. Very good. Well, let's start down some of these Regents on this list. You crossed some of these off.

President Barrows

RMU: I knew Dr. Barrows only slightly because, as I say, I didn't have much contact with him. I do remember that in the period when I was assistant accountant there was a complaint by the faculty that the Regents were going to take up and consider, so they appointed a group of several faculty members, and they asked the Regents to appoint a liaison committee.

RMU: The purpose of this was to meet on the night before the Regents meeting. Those were the days when everything took place in one day, all the committees and the Board, and they expected the President to then tell the faculty what he was going to propose to the Regents the next day. Barrows refused absolutely to tell the faculty what he was going to propose, and he wouldn't come to the meetings. Sproul was secretary of the Board, and he thought this was, maybe, no place for "a minister's son," so he didn't come either. So, as I was assistant accountant at Berkeley, I was appointed to attend this meeting every Monday night, just before the Tuesday meeting of the Board of Regents. Barrows would put in no items whatsoever; he wouldn't do a thing about it, and the faculty would come there and wait and nobody was going to start anything. And there wasn't anything to do but tell a couple of jokes and go home.

Now, the only other contact I had, or knowledge I had of Barrows was after the University had taken over UCLA, then the Southern Branch, in 1919. In 1922, it was decided that it should be made a four-year university, whereas it was then a teachers' college in the letters and science field and only for two years. So the Regents voted, with only three dissenters: Barrows was one of them, and I think Moffitt was one, and a man named Brown, who was an attorney in Oakland and president of the alumni association at that time, they voted against making it a four-year college.

RMU: Well, they had a big celebration down in Los Angeles because of the vote to expand to a four-year college, and about 400 people went to a dinner in the Ambassador Hotel. I was assigned to sell tickets to anybody that wanted to go, and most of the faculty decided it wouldn't be healthy for them to not go. And of course they were pleased with the change, and some alumni went. I think I got rid of about one-quarter of the 400 tickets.

Barrows made a speech and he began to tell how difficult it had been for the University of Chicago to ever amount to anything, it had been twenty-five years before it had amounted to anything, and Stanford had been years and years after its founding in '93 to get anywhere. He named these and he said, "And everyone of these took them twenty-five years to get anywhere, so you better not think this is going to go anywhere in a hurry." Can you beat that! No, you can't. Oh, he got in wrong with everyone in southern California, that time.

VAS: I can imagine.

RMU: So, as I say, I had very little contact with Mr. Barrows.

VAS: I see.

RMU: Bowles I didn't know. Britton, I only saw him preside at the grounds and buildings committee. He took a great interest in construction matters at the University. He was president of the Pacific Gas and Electric Company, and I imagine he had a good deal of engineering background. So he was very much interested

RMU: in all the construction matters of the University. Beyond that, I knew little of him.

President Campbell

RMU: Campbell I knew fairly well because I would see him at finance committee meetings when I would come up to substitute for Sproul. And I would see him at Los Angeles. He was very much of the opinion that the teachers' college should be left on the Vermont Avenue campus. The letters and science and any other divisions which he thought were academic should go out to the new campus.

He was going to leave Dr. Ernest Carroll Moore, the provost, director of UCLA, on Vermont Avenue, and he was going to get somebody else and make him the head of the Westwood campus. So when he would come to Los Angeles, he and Moore couldn't get along. Sometimes he would come to Los Angeles and he would ask me to meet him and take him somewhere and he wouldn't even ring up Moore on the telephone. Moore would find out he was in town; he'd ring me up and ask me if I'd seen him and I'd say yes. It got very embarrassing while I was responsible directly to Sproul, not to Moore. It got a little creepy at times because I was associating with Campbell and Campbell wouldn't even see his academic representative in the south.

I saw a great deal of Campbell during the time when the University was trying to get a new site for the campus. That

RMU: was a very interesting program and a lot of that is in that book I gave you on the University of California, and some more I can embellish there, too. But he would call me in and tell me how he wanted the ground-breaking ceremonies to take place at Los Angeles. He wasn't going to come south. Moore would, of course, be trying to arrange this. And I would have to go tell Campbell that, to tell Moore what Campbell wanted. This was very embarrassing.

One day Campbell called me in (I was in Berkeley). He called me in and told me what he wanted me to do and I told him he couldn't do that. That was rather impolite for an assistant comptroller, I suppose, who lived in Los Angeles, to tell the President of the University he couldn't have his way. So Sproul called me in one day and said, "I hear you've been giving Campbell a lecture."

I said, "A lecture. He needed it." So I wasn't bluffed out by this.

And then Sproul said, "What was it all about?" I told him. "Well," he said, "I think you're right." Pretty soon Campbell rang and he said, "You tell Underhill to go ahead the way he wants."

VAS: Is the story true that the Regents invited Campbell to leave the room and voted him out and . . .

RMU: I am not sure that he was invited to leave the room. I think he was

RMU: still sitting there. But I wasn't there. But there was an automatic retirement age. On the other hand, you could be allowed to come back if you wanted to and were so requested, and (as I understand this story, and I can't think of anyone now who could tell you except Sproul, and Sproul probably wouldn't) they decided that they'd serve notice on Campbell that he was retiring come June 30 next. This was in about April of '29. Whether Campbell was told to step out of the room I don't know.

The Election of President Sproul

RMU: The only thing I do know subsequent to this is the next meeting, May 22, 1929, which happened to be Sproul's birthday, Sproul was invited to leave the room, and they elected Sproul the president on that day, which was May 22, 1929.

VAS: In other words, Campbell was prepared to step down?

RMU: Well, I am sure he knew he was due to retire a year hence. I heard that there were four San Francisco Regents who wouldn't come to a meeting for months. They had no disrespect for Sproul; they all would be for Sproul and were Sproul's greatest friends, but as I understand this from John Calkins, who was attorney to the Board of Regents, he went to these four and got them to come back to the meetings later on. There was nothing against Sproul, but they just didn't like the suddenness of the action.

RMU: It may have been as you say. But this is all hearsay as far as I am concerned. Be sure to so record it.

VAS: Who were they?

RMU: Let's skip that since it's hearsay.

Edward Dickson

VAS: What about Edward Dickson?

RMU: Edward Dickson was the publisher of the Los Angeles Express, graduated the University in the class around 1903 or thereabouts, was very much interested in the development of the University in southern California. He spent most of his time on that, attending to all kinds of details, including where a tree was going to be planted and what color the fireplug was to be painted. He really spent practically all of his endeavor there, although he was a member of the finance committee, too. He was the chairman of the Board for perhaps seven years.

Mr. Dickson was an indefatigable worker for the University, no question about that. He was most regular in his attendance. He was very much interested in all matters of getting art, gifts. He was interested in history.

I knew him very well because I used to have one day a week that I'd drop in to see him at Los Angeles when I was a business manager in that area. I remember one time he told me that since I knew a good deal about the Regents I ought to write

RMU: a history of the Regents, not the Regents as a corporation, but the Regents personally, and I jokingly said that I gussed I'd better wait until most of them die before I put all that down. Needless to say, I have never put it down (until here).

He was very much of a conservative. I remember in the loyalty oath situation he was exceedingly active, and determined that this matter should continue--of course, a matter in which the Regents finally lost out in the court, although it is not a matter in which the Regents were unanimous by any manner or means.

Guy Earl

RMU: Guy Earl, who was for a long, long time the chairman of the finance committee, seemed to take a great interest in the succession of business officers of the University. He was very, very much of a backer, a follower of Ralph P. Merritt, had a good deal to do with Sproul's succession to the position of comptroller and secretary to the Board, and backed him up continually, and was, I think, as I have heard, the great advocate and proponent of the election of Sproul as President of the University.

After Sproul became President of the University, Earl seemed to take quite an interest in me. I was never quite sure why this happened, but I began to realize that he, as chairman of the finance committee, wanted some contact with the business

RMU: office in order to better carry out his duties as chairman.

He used to insist that I go to lunch with him every Tuesday after the finance committee, a matter which worried me a little because there were other members of the finance committee who were not as fond of Mr. Earl as some were, and I thought if I was seen in his company every Tuesday it might make some difficulty with the other members of the Board. So, while I liked him and I had no reason not to go with him, I used to try to find other appointments, and other reasons not to go with him every Tuesday. But he would come to the finance committee and while I was proposing something, he'd write on the agenda in great, big handwriting in pencil "Lunch" and push it at me. And since I couldn't very well stop to explain that I couldn't go, because I was busy advocating some kind of investment, I would have to nod my head that I was going to go.

I found out that when I got to the luncheon he would begin to ask me about some problem of the University, some one of its investments, some one of its properties, and I'd go into intense detail over this matter at his inquiry. And then I'd find out that on the very next Tuesday he'd start talking about this thing, and he knew all about it, and he'd ask questions, and he was way ahead of all the others of the finance committee. So I found out why I was being invited to lunch.

VAS: One-upmanship.

RMU: What did you say?

VAS: One-upmanship.

RMU: I guess it was. I liked him. I mean I had no problem with him at all, he was a very . . .

VAS: He was a chairman of the Board, too.

RMU: For a short time. He was one of my backers and friends, and I'm perfectly willing to say I didn't mind having a few. There were times I needed them.

VAS: Why do you think he pushed business people for the presidency? Did he have any theory about the special competence of business people as presidents of the University that you recall, or did he ever say anything?

RMU: I don't know whether he pushed business people for the presidency. Sproul was the only business person that became the President, so therefore I'm not sure you could say.

VAS: Well, he pushed Merritt, too.

RMU: I did not know of that. Maybe it was because he got very closely acquainted with them. Maybe it was just like going to lunch all the time and getting all the background and putting himself into a knowing position. Backing these people up, I suppose he thought that they would be continually loyal to him. But this is just a guess.

I think this is kind of a natural answer. I presume that if there was somebody else who was close to the knowledge of what was going on in the University that had the time for him, he might have "buddied up" with someone else. He might have

RMU: adopted somebody else. But here the President of the University would certainly be busy, too busy to be going to lunch every Tuesday.

VAS: Did he just seem not to be aware of possible problems with the faculty in this?

RMU: I don't know that he had any feeling of difficulty with the faculty. On the other hand, you must remember that he was head of the Great Western Power Company for a while, he was an attorney, and most attorneys and business executives pretty well believe in one line of command. And therefore why should there be any difficulty with the faculty or employees of other categories, and so on? After all, the president should run the show, and that was the end of it. I imagine this is the attitude of most businessmen and most lawyers, so therefore I don't know that he could sense or feel that there would be trouble with the faculty.

Of course, he was a member of the Board of Regents during the time when Barrows was having his trouble with the faculty. But the only thing I can say from that is that Mr. Earl must have found some basis that the faculty was vocal and had some opinions. But as I say, the trouble with Barrows, Barrows was a faculty man, not a businessman. I don't know anything about Barrows' backing from Earl.

I do know that Crocker was the one who was the biggest backer for Campbell to be the President, because he had been

RMU: very much interested in the Lick Observatory and taken a good deal of time and effort to assist that area. Crocker was really one of the greatest aristocrats and old nobles you ever saw. And I think Mr. Campbell was a kind of an aristocrat, and a noble. And I think they got along very well in that respect.

VAS: You once said you didn't know much about Eshleman or Fitts.

RMU: No, I never met Eshleman. And Buron Fitts came to so few meetings that I didn't even know him.

Mortimer Fleishhacker

VAS: How about Mortimer Fleishhacker?

RMU: Mortimer Fleishhacker's main activity on the Board of Regents, while he was chairman of the finance committee at one time, his main activity was chairman of the grounds and buildings committee. He was very much interested in that. He was also interested in the University's investment program. I don't know whether I told you before of the time I wanted to buy \$50,000 worth of bonds and he was only going to let me buy \$5,000, and we finally changed that around. Our account was growing, but he was very careful, very conservative about the University's investments.

I remember one occasion in the early thirties, after the Depression and the scarcity of money, some point came up about buying a \$50,000 piece of apparatus for the engineering department. I think it's one of these big presses, probably

RMU: was the biggest one this side of the Mississippi, if not this side of Pennsylvania. And I signed the contract to buy it, the check to buy it, and sent it over because the Regents had approved it, sent it over to Mr. Fleishhacker to countersign the check, or countersign the contract, and he rang me up there and asked me if I knew what \$50,000 were like, maybe I'd better get writer's cramp. Anyway, the piece of apparatus was ordered by the Board of Regents, was bought, has been a tremendous asset to the department of engineering, and also a great aid, as I remember, in making certain tests for the bulding of the Hoover Dam. But he was mighty careful, and I guess most bankers were kind of careful after the 1929 crash and 1933 bank-closing.

VAS: In other words, he just questioned that this was an awful lot of money.

RMU: Yes, and we better shorten sail a little bit.

VAS: He was reappointed, wasn't he?

RMU: Yes. He had more than one term, or a term and a half. He was treasurer of the Board of Regents at one time, but at that time something happened within the committee, which I didn't know of, but apparently it was felt that a Regent shouldn't also be the treasurer and should not be putting money in his own banks. So he resigned as treasurer; whether the resignation was requested or not I don't know. But I imagine it was intimated that it would be a good idea, and after that was when George Tourney,

RMU: president of the San Francisco Bank, was made the treasurer, the last bank president who was the treasurer of the University. All that time treasurers had always been presidents of banks, in sort of a dignitary position. There wasn't too much money and very little investment to worry about anyway. But he resigned as treasurer, and then Tourney took the position.

VAS: Was Fleishhacker pretty regular in his attendance?

RMU: Mr. Fleishhacker was very regular in his attendance.

John Haynes

VAS: John Haynes.

RMU: John R. Haynes was a doctor in Los Angeles, and I do not recall that he was practicing medicine at the time I knew him. He was very much interested in social reform. I heard somewhere that he was sort of the father of the initiative and referendum and recall programs in California.

He spent most of his time on the Board backing up Mr. Dickson on the development of UCLA, but otherwise he was not one of the most prominent Regents in the group. He did ring me a few times about some matters in Los Angeles that I thought were strictly within my power as a business officer to negotiate-- the purchase of a piece of real estate and so on. But anyway, he was not very active in any business matter with which I came in contact, and therefore I couldn't tell you very much more

RMU: about him.

VAS: Was it your impression that he was probably retired by the time . . .

RMU: I think he was practically retired. He was interested in this foundation he created, kind of a political science research organization which bears his name now. But he was not very active in medicine as far as I could ever find out. I don't know in which branch of medicine he was involved, either.

Garrett McEnerney

VAS: Garrett W. McEnerney?

RMU: Well, Garrett McEnerney was of course a prominent lawyer in San Francisco, the sort of attorney that people came to after they had lost the case in the trial court. And he would take it on and win it for them in the appellate court or the Supreme Court. As you know, he was the father of--the author of that McEnerney Act which straightened out all the titles of the real estate in San Francisco after the records were burned in the fire in 1906 and there were no records in the county recorder's office of who owned what property and so on.

He was probably the most thoughtful, careful man on the Board. When a question would come up, in the Board or the finance committee, he always seemed to have the solution. Many times when the Board was in disagreement on some point, never

RMU: a very serious one, perhaps, he would be the one to discuss the matter, bring out the conversation, and usually they'd end up with an unanimous decision about the way he was thinking about it.

At the Board meetings, he was quite different from Mr. Crocker. Mr. Crocker, as I indicated before, didn't see any reason why anybody would waste time talking about anything. Mr. McEnerney was very careful to purposely call on members of the Board whom he thought might add something to a discussion on a principle. And there was never any hurry about the meeting. He was very careful when he was presiding at it.

In the early days, when I became secretary of the Board, he used to come in there about twenty minutes to eleven every morning. The finance committee was meeting at 11:00, and I was putting out the agendas. And he would give me some very sound lectures. I thought I was really in his "doghouse" as far as that goes. He indicated he guessed I was getting something done, but I was a little abrupt and I wasn't very solicitous about things. I didn't have time. Everything was blowing up under me, and I was perhaps a little abrupt, all right. So he worked me over every Tuesday morning before the finance committee until I could hardly eat my lunch or my dinner that day, and I thought, "Well, this fellow is sure going to fire me before very long."

RMU: Then I found out, two years later on, that he and Mr. Neylan were the two that nominated me for treasurer. I decided he had given me the best education I ever had. But it was a little uncomfortable at times.

 But later on I used to go into his office quite frequently when he was chairman of the Board to get him to sign some document, and he'd always call me "counselor." And later on, he would ask my opinion about certain personal matters for him. I didn't realize that, when I was making recommendations for the Board of Regents for investments, that he was taking all that in mind, and when he died and his securities were listed, I found that in many, many respects his very vast list of securities had the same names as the University had. I remember one time he asked me for advice on state warrants for him, or to tell him when there were going to be some available. Some came out, and I told him . . . "Well, you find out what they're going to be worth and so on, and when I have to pay for them."

 So I sent my secretary out to telephone, and she came back from the call, told me how much they were going to be, they were going to come next Tuesday, and so on. So I had her pass this note down to him at the other end of the table. So he, in the middle of a conversation said, "Buy me _____."

 And I didn't know what he said, hadn't the slightest idea; he was busy talking about something and I was talking about

RMU: some principle and so on. So finally I told her--told the secretary--"I don't know what he asked for, but you can go out and buy him \$300,000. I hope I'm right. I think he's got this much money."

When she came back and gave the note to me I said, "Well, the Lord be with us," or something of that kind, "take it down and show it to the gentleman."

He was talking about something and she showed him that we'd bought him \$300,000 worth. And he had to pay for it next Tuesday, the price, and so and so. He looked at me, bowed to me, and went right on, "As I was saying . . ."

So I used to have some very interesting experiences. And once in a while he'd ask me to bring some material over and I would tell him about some of these things and we'd go and have lunch. It was kind of a stiff, formal lunch, because I didn't know any of the jokes he knew and he didn't know any I did.

One day I came in to the committee to recommend that we rent some of our property in Alameda for a drive-in theater. We had this property, they were going to build a theater on it, so he said, "Well, that's very interesting, very interesting. Now, I don't suppose that anybody in this room has ever been to one."

I said, "Well, Mr. McEnerney, I went to one."

"You did?"

RMU: "Yes. I went to one last night."

"And why?"

I said, "Because I thought somebody'd ask that question today." I told him just what went on--at least some of the things that went on in the drive-in theater. As a result, we leased the property.

But he really became a great friend of mine, although I always had to be very formal with him. He would tell me that I would have to be over in San Francisco--he wanted to see me, I had to be at the Nugget at quarter to twelve to have lunch with him, because if I didn't they wouldn't hold the table. Of course, as a matter of fact, he'd eaten at that same table I suppose for thirty-five years and nobody would ever take that table away from him. He always ate the same meal. Once he even offered me dinner in Los Angeles, he wanted to talk to me. I wanted to go out with the boys, I'll admit that. But we had a dinner in Los Angeles. And he said to the waiter, "Now, I think you better bring him a little glass of sherry," which was a little thin after a full day with the Board--committee meetings of the Board of Regents meeting!

VAS: Was he normally a teetotaler?

RMU: Well, he never took anything, that I know. The waiter brought me a little glass of sherry and a little later on I repaired to the Biltmore Hotel--had something a little bit stronger. But he was a wonderful fellow, and I don't think that there was

RMU: ever a brain like his brought to bear on the Board of Regents or the University affairs in the many decades, it has been my pleasure to be associated with the University. I can't speak too much in admiration of him, and what he did for the University. It was really a great shock when I was in New York and I found he had died.

James McKinley

VAS: Do you remember James McKinley?

RMU: I remember James McKinley; he was an attorney in Los Angeles, and I think came on as president of the California Alumni Association. I don't think he was an appointed Regent. His father was a judge. I knew him slightly then. He was sort of a slow-moving, heavy man, very quiet, very dignified. I knew him later because I had him as an attorney for an estate in Los Angeles for which I was executor. I don't think he ever made any dent on the affairs of the University, although he was a very nice, charming fellow.

Byron Mauzy

VAS: How about Byron Mauzy?

RMU: Byron Mauzy was the president of the Mechanics Institute of San Francisco, and, presumably on the ground that he had something to do with mechanics, although he didn't--he was head of a Byron

RMU: Mauzy Music Company--he was on the grounds and buildings committee.

I would say that he didn't bring very much to the Board; he was always there and he always voted "Aye"; he used to be very proud of going to the commencement and Charter Day exercises. I remember he even used to be very meticulous about coming to them after his term as chairman--as president of the Mechanics Institute--was out. But he used to be very pleased to walk with the Regents at the commencement. He thought the University was a great organization. He wasn't one of the great producers of the Board, but he went along with everything that was important and right, as far as that goes.

VAS: How about the representatives of the Mechanics Institute, the State Agricultural Society, or the Board of Agriculture in general? What specific role have they tended to play in the Regents?

Theodore Meyer

RMU: Up to the time of the appointment of the incumbent, Ted Meyer, I don't believe they ever were dominant, important forces on the Board. They always would come, always were there, and generally they would be on the grounds and buildings committee, on the theory that they had something to do with construction or mechanics, the old theory of the Mechanics Institute.

Mr. Meyer and A. J. McFadden were the only ones who ever

RMU: were on the finance committee, which was supposed to be the elite group. And of course, Meyer now is chairman of the Board of Regents. He is a very active, prominent attorney, director of a number of important corporations in San Francisco and other areas, former president of the State Bar.

Agriculture Regents

RMU: I would say that of the men who came on ex officio from the agricultural source, by and large they were strong and added much to the University and the state. Of course, this is partly because agriculture was much more important than that library in San Francisco, or the historical affairs of the Mechanics Institute. Probably in the days before I was acquainted with the University's affairs there may have been some important men from the Mechanics Institute, but in agriculture Condee was strong; Roeding, years before that; A. B. Miller, who ran the big Fontana Farms in southern California, was very interested in all things affecting agriculture and education that had anything to do with it. He also was very helpful to me in straightening out the affairs of the Kearney Ranch, which had been losing money for years.

I went to him for some advice; I had some ideas of my own about cutting out expense and changing the plan, although I never was an agriculturist. But Mr. Miller backed me up

RMU: tremendously.

McFadden, coming to the Board from the agriculture board, was also later appointed as a regular, appointed Regent and he was put on the finance committee. He, again, was a director of certain corporations in southern California, I think the Southern California Edison, perhaps, and one of the banks. He took part in many, many of the affairs of the University, not restricted to agriculture, and was regarded as a top member of the Board. I think that there's no question that they added much more to the total University than did those from the Mechanics Institute.

Some people might not like to have me say this, because there have been many thoughts that the Mechanics Institute does not have the weight nowadays to justify a position on the Board of Regents, but actually good men have come to the Board from this source, although not as strong as were those from agriculture. There have been perhaps one or two weaknesses in the agricultural appointments, too. One I can remember, but I don't think I'm going to talk about it. But I say the agricultural people have had more effect on the things that were going on in the state, and they would have more contact, more background than the other fellows had.

Frank Merriam

VAS: How about Frank Merriam?

RMU: Merriam did not show up very often at the Board of Regents. He'd come to some of the meetings, but I would think that he was not very enthusiastic about the independence of the Board. I'd see him occasionally at a meeting, and I might run into him somewhere else. I remember his speech when they dedicated the Kerckhoff Hall, the student union at the Los Angeles campus. He had come from the midwest, and he got up and he said, "Fellow citizens of Iowa," and there was a laugh and then he had to correct the matter.

Clinton Miller

VAS: How about Clinton Miller?

RMU: Clinton Miller, I think, came on as president of the alumni association. He was one of those that stole the Stanford Axe. He was not a very prominent member of the Board. He would back up the University in any contacts they wanted in southern California. He was in the investment business down there, but more in real estate than anything else. But he was not a prominent member.

James K. Moffitt

RMU: Moffitt was of course president of the Blake, Moffitt, and Towne Company, and chairman of the executive committee of the Crocker First National Bank. He came to that bank through the First National Bank by its combine. He was always, to my knowledge, a member of the finance committee, and most of the time a member of the sub-committee of investments.

He was exceedingly faithful, he practically never took a day away from the Board. He was a good presiding officer, although I have seen him a little intolerant of interruptions, the interruptions, mainly, from any outsider. We had a meeting in Los Angeles one time, and somebody who was not a Regent jumped up and started to say something. Mr. Moffitt said, "I don't recall your appointment to the Board of Regents. Could you show me your commission?" The gentleman sat down in a hurry. He didn't want very much interference from the outsiders when the Board was having some deliberation. Of course, there were a lot of people sitting around; once in a while somebody jumped up and put in his ten cents, but Mr. Moffitt was not very free about according the floor to outsiders.

He was a careful presiding officer; he would call upon all the Regents to express their opinions. He was not anywhere near as free with their time as Mr. McEnerney, but

RMU: certainly far different from Mr. Crocker.

His biggest contributions I think were budget considerations and investment matters; and certainly he and Mr. Ehrman together were the ones who did the most in strengthening the University's investment position, changing the old, very conservative attitude of the Board of Regents, and were a great help to the treasurer.

Sidney Ehrman

VAS: I noticed Mr. Ehrman's name is not on our list for some reason.

RMU: Well, I don't know how you missed Mr. Ehrman.

VAS: I wouldn't think so, but I think we ought to talk about him.

RMU: Sidney Ehrman, of course, is an attorney in San Francisco. He also was prominent in many business affairs, on many boards, the Wells Fargo Bank. At one time he was concerned with the readjustment of the affairs of the Western Pacific Railroad.

He took a very prominent part when the Regents changed their plans from having a bank president as treasurer to having an employed treasurer, and set up the conditions under which an employee could hold this position. I worked for very many days on that.

I used to go to see him a good deal when he was chairman of the finance committee, to sign documents. Matters of mortgage problems, investment problems, were very close to his interest.

RMU: He and Mr. Moffitt were the two who backed up the recommendation that Mr. Mallory and I put in that we start buying common stocks. And he was very careful whenever we brought in a recommendation of what common stocks we would take.

He also was active in consideration of land purchases and real estate transactions. He was an exceedingly faithful member of the finance committee and the Board and had very sound judgment. He was a great backer of the President's on matters the President would want, contacts with people. I think he, as did Mr. Moffitt and Mr. McEnerney, at various times would go to Sacramento to help out with their budget problems and their discussions with the governors when things were a little tight.

He was a very gentle sort of a man in his conversations, and exceedingly courteous, exceedingly polite and dignified, although he had a lot of twinkle and would tell a joke now and then. He is still alive; he's in San Francisco. I think he's about ninety years old now. I understand he still goes to his office almost every day.

Monseigneur Charles Ramm

VAS: How about Charles Ramm?

RMU: Monseigneur Ramm, of course a Catholic priest, was very much interested in educational affairs of the University. I think he headed the grounds and buildings committee for some time, but in the Board, in any policy matter, particularly a matter

RMU: affecting educational policies and so on, he was very strong in his suggestions and his leadership. He, by the way, was, I understand, Registrar of the University once, right after he graduated, in the early days, at a time when he was a Protestant. He was later converted to Catholicism.

VAS: I'll have to check that out. A surprising thing to hear. Gosh, you told me another story about him. I wish I could remember what the context was.

RMU: I told you a story about him? I don't remember. Maybe I did. In the record if I did . . .

Friend Richardson

VAS: Yes, it's here. Do you remember Governor Richardson?

RMU: He didn't come to the Regents' meetings as often as Earl Warren did.

VAS: But more often than Merriam?

RMU: More often than Merriam. I think the most interesting thing of his deliberations was, I told you, the time when they were thinking about a site for UCLA, saying the domestic water was the sewage water out there from one of these sites. But he was not very effective. He let the University alone, and every time the President would want some backing or some appropriation, I think he was very easy to work with in that respect. But he wasn't around enough so I couldn't give you much opinion about him.

VAS: Was his experience as a newspaperman here in Berkeley any tie-in to the University in any--

RMU: Oh, I'm quite sure that having run and owned the Berkeley Gazette for years must have made him friendly with the University, watching its growth, and so on. Of course, he was state printer, too, for a while. But that, I suppose, is a business and mechanical job, rather than an editorial job. I'm sure that having lived in Berkeley and run the Gazette he must have obtained friendship with the University. I never heard of anytime he wasn't on the University's side, whenever it was needed. But the time he was governor, as I say, that was when I was a junior officer in the University and didn't have much contact with the Regents.

Chester Rowell

VAS: Chester Rowell was very surprised to be appointed a Regent, from some correspondence I have. What--

RMU: Mr. Rowell was a long-time chairman of a committee that discussed educational policy, educational relations, and so on. He was more concerned with this than any other matter. He used to preside at meetings where they would have a discussion occasionally with other state officers or state educational people.

I remember him quite well because he and I were both guests on a battleship cruise one time, when the Naval ROTC

RMU: cadets were going out to Honolulu and back. He was there on the ship and would talk in the wardroom in the evening. He'd disappear in the morning and write his columns to be mailed back to the San Francisco Chronicle, but he left the ship in Honolulu about ten days after we left here, instead of taking the full four weeks' cruise, because that's when they had the general strike in San Francisco. And he flew back to get here for his paper when that strike was going on.

I remember him presiding at a meeting of a committee meeting in the Crocker Building in San Francisco on an educational policy matter. He had a twitch in his neck. He'd always be moving his head around and shaking his head. He carried a pair of scissors in his pocket, and he was quite a doodler. He would take the agenda and fold it many times, and then he would take out something, a little geometric figure design out of his pocket, and he'd draw on this folded document. Then he'd take out this little, very small pair of scissors--about an inch and a half long--and he'd clip along on these penciled lines. And at the end of the meeting he took one of these things and he carefully unfolded it and laid it out smooth on the table, and here was a very fancy doily he'd made.

So nothing happened at this committee meeting, the two forces that were meeting had very little in common, and he pushed these papers out. As he left and all the rest of them left, I turned 'round to Sproul and said "Well, we got this out

RMU: of the meeting, anyway."

VAS: Did he do this at all the meetings, or was this the only one you--

RMU: He used to doodle at all the meetings, but this time I happened to be sitting right next to him and watched this performance completely. I remember Sproul, one time something was going on up in Sacramento, asking Rowell if he'd come up there to help him out in the legislature. As Sproul met him, Rowell said, "Which side do I talk on?"

Mrs. Margaret Sartori

VAS: Do you remember Mrs. Sartori?

RMU: Mrs. Sartori came to most of the meetings. She was from southern California. She was a very dignified, polite, gentle person. I cannot remember anything that she ever did at the table of the Board of Regents that was particularly important. I think she helped get some donations for the southern part of the University, and whenever any program was going on and needed backing of some of the prominent citizens, she and her husband would take a very interested part in it. But I don't know anything particular that she did at the table.

VAS: How about William Stephens?

RMU: Stephens I only saw once or twice. I couldn't give any comment about him. And I couldn't give you much comment about the next

RMU: man you have on your list, Rudolph J. Taussig. He again came from the Mechanics Institute.

VAS: He was a very popular Regent, wasn't he?

RMU: As far as I know he was, yes. But I didn't know him really.

VAS: Do you recall, was there ever any problem, or was he on the Regents when you came? Was there ever any problem over the fact that he was a wholesale liquor man?

RMU: No, I didn't remember that. I didn't know he was. I didn't have any recollection of what his background was.

VAS: I just thought that--

Frederick W. Roman

RMU: There was only one Regent that I ever knew that had any particular antagonism to liquor, and that was of course Frederick W. Roman. He would never vote for anything for the division of Davis that was studying wine, which was known as the division of viticulture, but the name suddenly got changed to the division of enology, or something else. Maybe he didn't know what enology meant. He never had any interest in the horse race fund because the horse race fund was coming out of something he didn't like, and it also was going into support of things, including viticulture at Davis and other things, in which he had no interest. He had probably more honorary college degrees than any other Regent, perhaps many of them put together. I

RMU: remember his discussion when the University was acting--

VAS: This is Roman?

RMU: Roman. I remembered Roman's discussion at a meeting when the Regents were considering dropping out a young man from the faculty, a teaching assistant who was a member of the Communist Party. And Mr. McEnerney was calling on all the Regents to express their opinion in this matter, and he finally called on Mr. Roman. I'm quite sure that they always liked to have Mr. Roman talk, because he wandered all around all over the place, and it was very interesting to hear him talk on some of these things. He got up and--most Regents don't stand up--but he stood at the Board meeting and before he made a speech about this problem he said it was the most interesting problem he'd ever heard of, and then he gave a long background of where he'd been to college and what he'd studied, and talked on for quite a while; when he sat down, he said it was interesting, but he hadn't added anything to the conversation. He used to give, to run a kind of a course of lectures for people in southern California, sort of a local chautauqua. You could buy this course of lectures and he hired speakers that would talk on anything on Thursday night for anybody who wanted to come pay five dollars. He called it the Roman Forum.

Benjamin Ide Wheeler

RMU: The little I knew about Mr. Wheeler was in the days when I was

RMU: a student. I had really no contact with him after I was an employee of the University. Well, like everybody else, I used to see him ride on his horse, and come into the football field, accept a cheer, and then ride out again. And you'd see him on the campus once in a while, at the President's Revue or at the student assemblies in the Harmon Gymnasium. I only had one or two meetings with him, so I had no contact with him at all.

VAS: Charles Stetson Wheeler.

RMU: Charles Stetson Wheeler was a cousin of Benjamin Ide Wheeler, a distant cousin. He was an attorney in San Francisco. I never knew him. I knew some of his family. I knew his son, who was president of the alumni association and a Regent for a couple of years, but this one, Charles S. Wheeler, Sr., I never knew.

VAS: Now, I picked out some others.

RMU: All right, commence firing.

VAS: Walter Dexter. Do you remember him?

RMU: Well, he was--guess he was State Superintendent of Public instruction, but I didn't know him enough to make any comments.

Fred Jordan

RMU: I knew Fred Moyer Jordan when he was a student at UCLA. He was rather prominent in student affairs there. Then he went into the advertising business, and as I understand it his firm or he

RMU: himself did the advertising work for the Richfield Oil Company. He was very regular at the Regents' meetings, and he was very, very much pro-UCLA in any matter that came up, but other than that, I don't think I have any particular comment about him. He was on the Board a good many years.

VAS: Did he seem to be particularly disappointed when he was not reappointed in '54?

RMU: Well, I imagine many Regents are, many persons have been disappointed when they were not reappointed. This is regarded as a great honor and a matter of great interest to people in the state of California.

Edwin Pauley

VAS: Ed Pauley.

RMU: Well, of course, everybody knows a lot about Mr. Pauley. Mr. Pauley had been on the Board for a great many, many years, and chairman of it twice, and very, very dominant, aggressive, progressive fellow in many of the matters. I think I probably will leave my comment about him to others. He and I were always great friends, in many respects.

He was chairman of many of the prominent committees of the Board, chairman of the Board. I know him also as a member of a riding group, the Ranchero Visitores, came into the same camp with him, as he was my sponsor. I think that there are many

RMU: other persons who probably could view him a little more from the outside than I could.

He's been on the Board now, I guess thirty years or more, been a great donor to the University in Berkeley, the Pauley Ballroom; and the Pauley Pavilion at UCLA, a good deal towards that big pavilion on the Los Angeles campus, and other matters. He has been very helpful in backing up the University in matters with the Democratic governors, and with some of the agencies in Washington. He was always very much interested in the atomic energy projects that the University runs, and was much concerned with the contracts and the negotiations. He goes into those matters with great detail. He has always been interested in the investment program of the University and its land acquisitions which we haven't gone into yet.

Brodie Ahlport

VAS: Brodie Ahlport.

RMU: Brodie Ahlport was on for about fifteen years, is now a Superior Court judge in Los Angeles. I don't recall his being chairman of any of the committees, but I think he must have been, at various times. He was always interested in real estate matters, was interested in policy and educational programs, was a member of the AEC projects committee for a long time. I would say he was a very faithful member of the Board, always present and always had ideas

RMU: on every subject that was on the agenda.

Norman H. Sprague

VAS: Sprague.

RMU: Sprague was a very soft-spoken gentleman. He was an osteopathic surgeon from Los Angeles, and was a member of the medical committee at one time. He hardly spoke above a whisper, and very seldom made any proposals to the Board. I think he attended most every meeting while he was a member of the Board, was one of those who voted, but added very little to the programs.

I remember Sprague one time came from Los Angeles and forgot his glasses, couldn't read the documents, so he told me to get a pair of glasses for him. I said, "What kind?"

"Oh, some magnifiers." So I got the optometry department to make me up a pair of some kind of magnifiers. They said, "How wide are his eyes?" And I measured the eyes of one of my friends to get the distance between the pupils of his eyes and told this fellow, and the glasses came. I came back to the committee meeting, and here he wasn't wearing the glasses.

I asked where the glasses were and he said, "In my pocket. I like 'em better than my own." So he began telling the Regents that I'd prescribed glasses for him.

There was a luncheon that day given by the Regents for Ray Kettler, who was just appointed controller--later vice-president of finance for the University, or whatever the title

RMU: was then. After luncheon, Mr. Neylan took me on for practicing medicine without a license, prescribing eye glasses for Dr. Sprague, and I said, "Well, Dr Sprague said they're better than any he ever had, and he's already given me an M.D. degree." So I guessed it was all right; he was going to defend me before the state board of medical examiners.

VAS: Great.

RMU: Who do you want me to talk about next?

Edward Heller

VAS: Heller, Ed Heller.

RMU: Well, Mr. Heller was chairman of the finance committee for quite a long time; he was always a member of the investment committee, and had perhaps more knowledge of common stocks and the ones we should buy and should sell than any other Regent had. Of course, this was his profession, he was a partner of Schwabacher and Company.

He was always at the meetings, and he'd even come down from his beautiful place up at Lake Tahoe to the Board meetings, but not all the finance committee meetings. He was quite a donor to the University. He gave the University a big block of stock of the Pacific Intermountain Express Company, and through this I became a member of that board, to represent Mr. Heller for the University. I am still a member.

RMU: He was always a great backer of Sproul's and of President Kerr. He was much against the loyalty oath, and worked very hard to have it rescinded. He was interested in all matters of political science and economics on the campus. I think he was quite interested in the University's government contracts, particularly the AEC matters as well. I regard him as a great friend and a great help to all the activities of the University.

Victor Hansen

VAS: Victor Hansen.

RMU: Hansen, from Los Angeles, was an attorney. He was absent from a few of the committee meetings, but when he was deputy attorney general of the United States in charge of anti-trust, he used to come to almost every monthly meeting of the Board. He was very much concerned with the affairs of southern California.

As an attorney he would take part in consideration of the budget or any large contracts we had, but particularly all matters of educational policy. Otherwise, he wasn't one of the strongest, most vocal members of the Board, although he was a very faithful member, and he took part in almost everything that was going on.

He's now an attorney in Los Angeles. His term expired; he was not reappointed. He was interested in the affairs of the University at Los Alamos and Livermore, took one trip out

RMU: to the mid-Pacific in connection with one of the bomb tests.

Jesse Steinhart

VAS: Jesse Steinhart.

RMU: Mr. Steinhart was an attorney in San Francisco, a graduate of the University of California, was a great friend of Sproul and President Kerr. He was very much interested in all our real estate problems. He was probably one of the most interested lawyers on mortgage matters, and on real estate transactions, and was always a great help to me when I was recommending some kind of a long-term lease or some improvement of real estate--expenditure for improvements to property to increase the income. He also took a great part in the stock investment program of the University. He, I think, was chairman of the finance committee for quite a little while.

Donald McLaughlin

VAS: Don McLaughlin.

RMU: McLaughlin was chairman of the Board of Regents, as you know, and was many times chairman of the grounds and buildings committee of the University. He was always concerned with the facades proposed by the architects for the building, and he was insistent that they all have red tile roofs. He would always be concerned with architecture and art, and tried to bring out some of the aesthetics

RMU: in the appearance of the campuses.

He was a most genial, co-operative member of the Board of Regents, very much interested in the University, I'm sure, because of his being a graduate here and dean in mining or engineering on the campus. He was a professor at Harvard; he was close to the faculty, always concerned in matters of educational relations with the state because of this background.

Edward W. Carter

VAS: Carter.

RMU: Well, Carter was chairman of the Board of Regents until just recently, head of the investment committee of the Regents for some time, always interested in all parts of the University, despite the fact that some of the other Regents who might have come from the south might have had emphasis on the southern side.

Carter was much concerned with educational relations, took a great part in the co-ordinating council with the members of the State College Trustee Board, and always was interested in considerations of the problems leading into the Master Plan of Higher Education.

He had a great knowledge of investments as a member of a good many boards of directors in the state, running his big merchandising concern in California, and was always concerned with the University's budget.

RMU: He took a great part in personnel matters and labor relations. He always was concerned about fringe benefits, wages, and pay scales. He was always concerned lest the University go overboard on the matter of overtime employment. He thought this was generally a waste of money. While there were some cases where you had to have overtime, he was always concerned with cutting down the amount of overtime and giving the jobs to someone else, spreading the jobs and also cutting down the excess costs of wages that came after the general business hours.

He was a good presiding officer. Most of the time that he was presiding officer of the Board, of course, it was after my retirement, but I did attend meetings a number of times, handling some matters after my retirement as consultant on government relations of one kind or another. He was solicitous in his attitude with people who came to the Board to address matters--I noticed a number of times he'd be rather hard on architects or landscape architects that put up some kind of a box-like proposal that didn't seem to have much aesthetics.

As is well known, he is very much interested in the Los Angeles Art Center and the museum there, and anything that looked a little harsh and boxy, as in the case of Mr. McLaughlin, he would have no part of it. He would speak out right in front of an architect or landscape architect if he didn't like their work. I think he had a great deal to do with--as Mr Mc Laughlin did--the improvement of the appearance of University buildings.

VAS: Now, are there any others? I just picked those out because they had the longest terms after 1930. Are there any others you would like to say anything about that we haven't covered?

Regents Active in Recent Years

RMU: None of them come to mind now. If I picked up a list of them I might recall something about them, but I think you caught all. . . I would say that in the last years of my incumbancy as an officer, the dominant members of the Board were Mr. Pauley, Mr. Carter, Mr. McLaughlin, Mr. Steinhart; they were always the most vigorous. There were others that joined in with them in later years, but these were the leaders.

Mr. Ehrman was more quiet. He was careful in his thoughts. Of course, prior to that time, I would say the dominant members of the Board, back in the thirties were Mr. McEnerney, Mr. Crocker, Mr. Moffitt, Mr. Ehrman, Mr. Neylan, and Mr. Dickson. I've named the once that I thought were the most concerned, the most active in the University's affairs.

Of recent years, another one that's come into a good deal of--two that have come into a good deal of prominence, after the four I said in the first place--were Mrs. Chandler and Philip Boyd, who have become very active in University affairs, perhaps taking the place in prominence of (certainly taking the place--not taking the place)--but Mr. McLaughlin is no longer on the

RMU: Board, and Mr. Steinhart is gone. So I presume that the most aggressive, most active members would now be Carter, Pauley, and Mrs. Chandler, Phil Boyd, Norton Simon, and Ted Meyer.

As I see it now, the most active members of the Board are southern Californians, generally. I think that there are more in southern California than in the north. Of course, there were years when there were only a few southern California members.

Mrs. Chandler is very much interested in art and architecture and music particularly, as is Mr. Carter. Mr. Phil Boyd was the one that had the most to do with the choosing of the new sites and working out the details of the expansion of the San Diego campus and the two new campuses at Irvine and Santa Cruz, and with the expansion of the Riverside campus. Of course, he is a resident at Riverside, and has always been concerned with the development of that campus. Mr. Storke, of course, was concerned with the development of the Santa Barbara campus.

Regent Mosher, who has been a member of the finance committee, but has been ill quite a bit recently and not been present at all meetings, has been a member of the investment committee, has always been ready to give advice when you rang him on the telephone about some investment matter; and he too has been quite helpful in the development of the Santa Barbara campus. He has a ranch home there and a big orchid production, just north of the Santa Barbara campus.

RMU: I am afraid when I leave out mention of all the other hundred that I've served under that it may not be regarded as too polite or felicitous to the other many good friends I have on the Board. But you have asked for those who took the most prominent parts and perhaps with whom I had some very interesting experience that I might relate, so I want to clear that I had a great time with perhaps 110 or 115 of them during the years.

I remember I made a talk one time at a big dinner given in San Francisco when I happened to be speaking, about four Regents, for whom Regent Pauley was giving a dinner party, and I happened to mention that I had then served at that time under '101. So needless to say, your records won't be long enough to hear about all of the rest of them. Some of them I couldn't tell you much about anyway.

Underhill Becomes a Vice-President of the University

[The following material was answered in writing by Mr. Underhill at the time he corrected the transcript of the interviews.]

Question: When were you named a vice-president of the University, and how did this come about?

Answer: Inquiry has been made to my appointment as a vice-president of the University. In 1940 or thereabouts, when Luther Nichols resigned as controller of the University, President Sproul told me he would like to appoint me as a vice-president,

Answer: and that I would have all the business activities that had previously been carried on by the controller, all the internal business of the University, as well as my duties as secretary and treasurer, in the latter case carrying on the external and non-campus business of the University. I felt that there would be too much to handle for any one person and that I would be almost in the place of listening to the troubles of my various department heads all day long and never having the opportunity to actually take care of the investment program and other corporate activities of the University. I therefore told Dr. Sproul that I did not think that I should accept the position.

In 1950, when Mr. Corley was appointed vice-president and certain other changes were under consideration, a committee of the Regents asked President Sproul if it would not be appropriate to make me a vice-president at the time others were being so appointed. The President explained to the committee that I had been offered such an appointment some years before but that I preferred to handle the business of which I was in charge and to continue with my direct line of authority from the Board. I have always felt that the internal business of the University was much closer to the operations of the President, whereas the investment operations were not involved in the same

Answer: field in which the President was working, and that it would be much better to keep the separation as it had existed.

Shortly after President Kerr took office he asked me to accept the title of vice-president effective January 1, 1960, this to be in addition to my other two titles as secretary and treasurer of the Board. I explained my feeling that I would have to remain independent in my judgments and actions on investment matters, with responsibility directly to the Board, and have the authority to go to the Board directly on any matter in my field. He agreed that this would continue, that as far as my duties as secretary and treasurer were concerned, I was under the Board and not the President, but he wanted me to accept the vice-presidency and handle special duties he might assign from time to time. It was agreed that if the additional duties hampered the work I was already doing, I would be privileged to give up the appointment as vice-president.

I did represent the President afterwards on a very few things, but was not called upon for very many special items, and none of them interfered with my regular activities, nor was there ever any difficulty in my going directly to the Board on any matters directly in my field. I never went to the Board on any matter which was in the President's field unless asked to take part in one of these matters on his behalf, or to act with or for him on some committee in the

Answer: assistance of his duties.

As stated in this interview, I gave up the position as secretary of the Regents as of July 1, 1960, which would have been my normal retirement date, and continued thereafter as treasurer of the Board and vice-president of the University. The positions were entirely separate, and there was no hyphen in the title, such as "vice-president-treasurer." It was treasurer of the Regents, and vice-president. But the vice-presidency was never described.

[End of written answer.]

LAND ACQUISITIONS

Berkeley

VAS: Now let's talk about land acquisition, and this I have to leave pretty much to you, Bob.

RMU: Well, the great expansion of the University, the number of students, and also the great amount of research work that's come from the government and industry proved all too soon that the various campuses of the University were entirely too small. Another reason that brought this about was the change in the early attitude of the Regents, whereby they decided that they must have dormitories, whereas up to the thirties, let us say, and maybe in the early forties, it was the feeling of the Regents that the University money should be spent on educational facilities, its faculty, its plant, and development of its programs, leaving the provision of housing and feeding to others.

On the Berkeley campus, for instance, the first expansion that seemed to amount to very much in my time was the buying of the land for International House. It was a program supported by the Rockefellers. The original purchase of the land was started by Sproul and Nichols. I finished up the last parcels of those properties. The University had, prior to that time (I had nothing to do with it, I was in Los Angeles) bought the land surrounding Strawberry Canyon to build a stadium. Then, later on, we had to

RMU: have the area for the Edwards Field, the track, the baseball field, and the expansion of the area around the men's gymnasium. I took part in some of this purchase. The University had to expand there for athletic facilities.

The next expansion that was required in Berkeley was to get land for the dormitories and the parking structures. When I was a student, I remember that there were only two students that had automobiles. I guess there are two now that don't have them! So they and the faculty all have cars, and so on. There's not enough room on the campus to park the cars. The employees feel that a place to park the car, usually without payment for it, but even if there is a small payment fee, is a fringe benefit, and since many concerns now provide parking facilities, it's got to a point where personnel is not contented, perhaps could not be contented without someplace to put that car because nobody walks two blocks to the drugstore to get a pack of cigarettes now.

We had to expand the campus, and as treasurer of the University, with my assistant Mr. Hartsook, I arranged to buy a good deal of the property south of the campus, on which twelve dormitories are now located, playfields, and some of the property north of the campus--expansion of the facilities for the engineering school, and again parking facilities and perhaps some student activities. The Los Angeles campus had--

VAS: One minute, Bob. One interruption here. You know, at one time

VAS: the University owned most of that property south of campus, very briefly, in 1869, and it was worth about \$500 an acre then. What did it cost us to get it back?

RMU: I don't recall what it cost to get the land back, but as I remember, 50-foot lots with dilapidated buildings on them, down say on Haste Street, for a dormitory, were costing us, if the building was worth nothing, or, say two years' rent on it, maybe \$10,000, something of that kind, the land would cost about \$200 a front foot. That would be for a lot, which you might say would be a 50-foot frontage, about 150-foot deep. So let's say a 50-foot lot on Haste Street would cost \$10,000 plus \$1,000, \$2,000 for the dilapidated house. Larger, deeper lots, of course, more money than that, such as some of the property where we had to tear down apartment houses. There were five-story apartment houses on Dwight Way that had to be torn down to make way for one of those dormitories. But \$200 a front foot was about the value. That was the later purchases. Some of them may have cost a little more than that. Shall we go now to Los Angeles?

VAS: Yes.

Los Angeles

RMU: The Los Angeles campus had about 400 acres. One small part of it was--one part where the medical school now is--was not in the 400 acres, and we had to buy five acres from the owners represented

RMU: by the Janss Investment Company. It cost ^{\$400,000}~~\$40,000~~. That's ^{\$80,000}~~\$8,000~~ an acre. And then we bought another, two or three small pieces, which brought the campus clear down to LeConte. Then two or three lots were bought west of the campus to make a so-called corridor over to the west medical campus, which came to the University as a gift. I don't recall what these cost. But I do know that we paid better than half a million dollars for eight acres south of campus to provide entrance and some of the area adjacent to the medical school.

Other properties have been bought in Los Angeles--but not by me--for student housing. A whole lot of apartments on Sepulveda Boulevard were bought, but I don't know anything about those. Mr. Hammond knows, Mr. Hartsook would tell you about that.

Riverside

RMU: At Riverside, quite a number of acres were bought. In the first place, when the University decided to change the area from a research station in agriculture and a graduate school in sub-tropical horticulture, there were about 120 acres in about ten pieces which we had to buy parcel by parcel in order to provide part of the play fields and the dormitory areas at the north end of the campus. Then I acquired from the federal government 275 housing units in the Canyon Crest housing area, built by the government to provide housing for people working in March Field, then another piece just east of that, sort of a triangular-

RMU: shaped piece running up to the Santa Fe branch line railroad.

Later on, we moved south of the campus and bought more land for agriculture. I think perhaps 300 more acres there, because agriculture was getting crowded off the central campus. About 800 acres in the Moreno Valley, nine miles east, was the last purchase. I negotiated on this in Pennsylvania, and on another in Utah.

At La Jolla, several parcels, about two square blocks, were bought south of the campus for buildings, for the Scripps Institution, even before the University decided to acquire the land to the north and put in a general college. The property I bought south of the campus was just to get some space for some buildings for the research work. The University acquired land from the city and from the government, perhaps bought a little bit more, now where the main new buildings are at the northeast end of the campus.

Irvine

RMU: The Irvine campus--a little over 1,000 acres were acquired by gift. I negotiated that as a representative of the University, requested, by the way, by the Irvine Company to act as the University's representative because I knew McFadden and McLaren and some of the others, having worked with them on the purchase

RMU: of another piece of agricultural area.

VAS: Were they trustees at the Irvine--

RMU: Yes. Trustees and directors. I got an appraisal on another area of some 510 acres which was in the original negotiation and we had the right to buy, so this would be used for fraternities, faculty home sites, complementary facilities like churches or schools, but not commercial. Acutally, I did not buy it. It was bought later on, although I did a good deal of the original negotiation and got the appraisal on it.

VAS: Was there anything to the story that Irvine property had been offered to the University or there was sort of a standard offer to the University for many years before we actually acquired it?

RMU: I never heard of that.

San Francisco

RMU: On the San Francisco campus, I bought about two square blocks north of Parnassus Avenue. Now, Millberry Student Center is on it, and a big parking garage. I don't recall what else is going on there. Certain land was acquired back of the campus, up towards Clarendon Avenue. Activities are beginning to progress back there. The married student housing is on that property. I don't recall the number of acres, but that is a very concentrated campus, and more land will probably have to be bought.

Davis

RMU: At Davis, when I became treasurer, there were about 900 acres. The first purchase we made afterwards was one parcel on which the University had had a loan. This was done by Sproul, I had nothing to do with that.

Then I negotiated the purchase of the Armstrong property, which is south of the main highway. This was at a cost of about \$525,000, as I remember, about 500 acres. I am not sure of the price. I know it was about 500 acres. I remember the negotiation took place in the home of the woman who owned it, and I was present with Mr. Foster, a University engineer; her attorney; and Mr. Ira Smith, the business manager of Davis.

We were not allowed to discuss any business until she furnished a drink--that was about 1:30 in the afternoon. She was only drinking sherry and Mr. Smith was passing the bourbon to the others, and I think he got the trays a little mixed up, so that I was getting some of the light ones, and he and the attorney were getting the heavy ones. Anyway, we started talking business about the farm, and she wouldn't talk any business until we had another little drink, and finally after that I proposed what I was going to pay for the land, and she wouldn't have anything to do with it. I guess about after the third drink we got to talking more seriously about this matter. I decided we better go outside to the fresh air, while she had to have a talk with her attorney.

RMU: So we went outside and walked around and investigated the amount of the crop on the land. I asked Smith what the crop was going to be worth. We came back and raised the price by about a quarter of the value of the crop. We had another little drink and bought the land.

When Mr. Corley met us later, I guess we were feeling no pain. At the next meeting of the finance committee, Corley proceeded to tell the finance committee that I took the property away from the lady by getting her drunk. I defended myself vigorously. Of course, Mr. Moffitt took me on to kid me a little about this, and I defended myself--I said, "After all, it was her home, it was her bottles. If she insisted we have a little drink before we transacted the business, that was the only way to transact the business, why, that was all right. It was all right. It was her bottle, and she proposed it, and she mixed it, had the drinks mixed by her assistant, and so on, and I thought that was all there was to it."

Then we bought the three parcels of land from the Campbell family. This farmer nearby hated the University at Davis, didn't want the University up there for some reason or other. After he died, his property went to his family--one piece went to each son and another, bigger piece went to two daughters. We tried to negotiate with the daughters, and they were mad at the University, didn't want to lose the property, and they told us that they wouldn't sell to us. The University filed a condemnation

RMU: action against the three parcels, and we went up to talk to the Campbell sisters, and they told Mr. Hartsook and me that if we ever came on the front porch, they'd shoot us.

They said they knew where President Wheeler was, that he'd been a detriment to society by getting the property and putting the University farm at Davis, and they hoped I would personally pay their compliments to Dr. Wheeler. Well, knowing Mr. Wheeler was dead, I gathered what they thought they meant about me, too. Mr. Hartsook went up later on to see the ladies, and they told him, "Didn't you know we'd shoot you if you came in the porch?"

"Oh, yes," he said, "I was a marine. They were shooting at me all during the war; nobody's able to hit me yet-- so I guess it is all right."

The condemnation suit was set for trial, but the day before it was set, they compromised and that case was not tried.

The daughter-in-law, the widow of one of the sons, forced us to go to a condemnation action on her property, so we tried that in Woodland. I remember her being on the witness stand telling how good her property was because they had no nematodes. The judge wanted to know what a nematode was, and she told him that the female was yellow and it didn't have any wings and the male--well,¹ anyway, she'd forgotten what color the male was. And the judge said, "Well, I guess it does not make any difference

RMU: if she does not have any of them." The other son sold his property.

Then we bought some more property from a member of the faculty named Brookes, and a number of pieces out where the University experiments are going on for the government. So all in all, I think the University farm during the time I was active in it was increased from about 1,000 acres to better than 4,000 acres. And more has been bought since.

Mount Hamilton

RMU: Perhaps the most interesting purchase is the expansion at Mount Hamilton. There there was a proposal to build a radio or TV relay station on the adjoining hill. This disturbed the director because the electrical relays there would have a great effect on the electrical equipment of the Lick Observatory and its land was too small anyway. So they decided they better buy that next mountain.

The University couldn't buy it. We put condemnation actions against the properties. Two of them we finally bought without going to trial. Of the last piece, the owner did not want to sell his property. He was running cattle there and every year he'd go and shoot deer on his own property. We made a deal with him: we did not buy his land, we bought everything above twenty feet above the ground. We bought all the air space twenty feet above the ground and set a covenant in the title to

RMU: his property and then he could not build anything above twenty feet and he could never put any electrical instruments which would have any effect upon the Lick Observatory. This was the cheapest piece of real estate, or maybe we call it atmosphere, that the University ever bought.

VAS: How much did you have to pay for those?

RMU: I think I paid \$5 an acre for the air. But I paid a good deal more for the range land. Now, let me think for a minute to see whether there was any campus we missed.

Santa Barbara

VAS: Santa Barbara?

RMU: Oh, yes. Santa Barbara, the matter of the Santa Barbara campus, I would say, was disposition rather than acquisition, except for one matter. When the University had the activity at the Riviera site, which is up by the mission in those old buildings on the hill, there had been a program started by the state to buy some land at the Mesa campus, down by the harbor. One building was already down there, but the land wasn't completely acquired. Soon after the University

Soon after the University acquired the title to the Santa Barbara College, I started to complete the purchases of the rest of the land down by the Mesa campus, so the campus would have run into something like ninety-four acres. There was one lot in a

RMU: tract that had been sold to a man in New York. No other lot in the tract there had been sold. He had come out from the east and he'd apparently seen the property and said he was going to retire out there. This one lot was sold, in the middle of a tract; no streets, no pipes, no utilities were ever put in there. He had this isolated piece of property with no access.

We tried to buy this piece of property to complete the campus; I saw the man in New York a couple of times, and he was not going to sell that piece of property. He was going to build on it. I asked him how he was going to take his lumber in, or whether he was coming in an airplane or helicopter, or was he going to take his garbage and sewage out the same way every day. He was going to build on that property.

He wanted me to pay him everything that he'd paid for it plus all the taxes he'd paid for twenty years, and the interest. I told him the land wasn't worth that, and I wasn't going to pay it. I think I was offering \$1,500, which was probably twice what all this property was worth, to get rid of it. I told him it'd be better for him to give me the property because then he could take a tax deduction. His tax accountant had told him it'd be better for him to give me the property because then he could take a tax deduction. His tax accountant had told him it'd be better to give the property to the University and take a credit on his gift. But he was mad at the University, he wouldn't give it to us, so we finally ended up paying him \$1,500.

RMU: After we got this, it was decided the campus would have been too small anyway. Sproul told me to have my wife go to Santa Barbara with me for a week or two, make out having a spring vacation, and look around and find him 200 acres somewhere there. So I was all prepared to spend a couple of weeks in Santa Barbara at the University's expense, having a good time in the spring, and snooping around to find some land.

 About this time, Corley heard that the marine base at Goleta was going to be abandoned, declared surplus, and it was going to be given to any eligible government agency. The Goleta Sanitary District wanted it, but the University might be able to use this. So he and I went to take a look at it, and we decided that was a fine piece of property he had, so we filed on it.

 Then the matter was studied out by several members of the faculty; then the director or provost of the campus didn't want it because if we took that campus with 400 acres it would be so big that he couldn't have a chummy little letters and science college with never more than 2,500 students. A committee was appointed by Sproul to see if the area was fit for a campus. Corley and I went out and took them around and showed it. When we got through with it, it was four votes for buying it and one vote for not.

 The University got it from the government without any cost, at an estimated value of \$1,025,000, with the understanding that the government could recapture it at any time it wanted within

RMU: twenty-five years, but the University could stop the recapture by paying \$1,025,000 less one twenty-fifth for each year that had expired. And if the government did take it over, the government would have to pay the University for all the permanent new buildings put on the property. Well, of course, that never would happen. If the government needed it in time of war, it would take it over as it did half the Davis campus during the second World War, so we got the campus for nothing. Then the job at Santa Barbara was to sell the Riviera campus and the Mesa campus and an old football field over the other side of the ridge. This took many years, but I managed to sell all of them.

VAS: Who'd you sell them to?

RMU: I managed to sell all of them to the board of education of the city of Santa Barbara, or the Santa Barbara Junior College, whichever it is. Some I had to sell on a piece-meal installment basis, much the same way I sold the Vermont Avenue campus in Los Angeles.

The University now had the 400-plus acres at Goleta free and we sold the lands that we had, everything we bought, and everything we inherited. The proceeds from the sales went into the construction on the Goleta campus. About two or three hundred acres were later bought to extend the campus area.

The Mesa campus is used as a junior college. I don't know what the old Riviera campus is used for. I think it's used for administrative activity of some kind, for the board of education.

Let me see if we've covered all of the campuses. We have obtained, coming up from the south, La Jolla, Irvine, Riverside,

RMU: Los Angeles, Berkeley, San Francisco, Davis, Mount Hamilton--must have missed something--Santa Cruz.

Santa Cruz I really had very little to do with. I was asked if I would take over the negotiations of that, too. But I was then negotiating for the Irvine property, which was a constant job going on for about two years, also running the University investments, and I told the Regents, and particularly Regent Boyd who was chairman of the committee on new campuses, that I couldn't very well handle two of these tasks. I would be very glad to assist anybody in a meeting or two at both San Diego or Santa Cruz, but I couldn't really take the leadership in getting them. Corley started getting the Santa Cruz area but then when he had to go to Sacramento on legislative problems, Bolton took over that. Harry Wellman took over the start on the San Diego job, and I was with him part of the way. But I think that Bolton finished that. I don't know whether I missed a campus or not. We've got so many now.

VAS: I think you got them all. We've done it.



R.M. Underhill exchanging bond for \$18,000,000 for check of that amount from Federal Housing Administration to start University dormitory system at Berkeley, Davis, San Francisco, Los Angeles, Riverside, and Santa Barbara. November 13, 1957

Left to right--Elliott McAllister, Chairman of the Board, Bank of California (head of syndicate of interim financing groups: Bank of California; Security First National Bank of Los Angeles; California Bank, Los Angeles; and Wells Fargo Bank); Mrs. Paul Emmert; Paul Emmert, Deputy Manager (later Manager) San Francisco office of Federal Home and Housing Agency; Miss Annabelle Heath, Manager San Francisco office, as noted; R. M. Underhill, Treasurer of U.C.; Mortimer Smith, President, California Alumni Association.

Interview 8, September 16, 1967

[The following interview, recorded almost a year after the first sessions, was held for the purpose of covering some subjects which had been inadvertently omitted or discussed in too little detail.]

UNIVERSITY LANDS--MANAGEMENT, SALE, AND PURCHASES

University Residence Halls

VAS: I would like to ask first: the Regents weren't really very interested in residence halls at all for a long time, were they?

RMU: That is right. The government many years ago, under the WPA or PWA, whichever that was where they handed out money for various jobs, made money available for public buildings. But at that time the Regents felt that this was something that they shouldn't take part in because it added to the national debt, and after all, there wasn't a great screaming need in those depression days in the thirties for dormitories on the campuses. The University would have been required to put up a large part of the money, it wasn't all a gift, so they decided that they didn't have enough to make a master program and one or two dormitories wouldn't mean very much anyway in the long run, so they decided to give it up.

They did take some money for three buildings: the press building here in Berkeley, a building in Davis, and a building

RMU: in Los Angeles--small buildings, I forget just what they were. But they were not very enthusiastic about building dormitories because there were so many needs for academic buildings, research buildings on the campus, that it would take the money that would normally be available from the legislature for a purpose that the University didn't think at that time was--had the greatest priority.

VAS: Right. But then we finally did--this was right after the war, wasn't it?

RMU: That is right.

VAS: That we started working with the government on dormitories and you handled negotiations first at Davis?

RMU: The Davis situation was really not a part of the present dormitory system, which is statewide. Davis was expanding pretty rapidly and there was a situation where there weren't any boarding houses in the neighborhood, as there were south of the campus in Berkeley--such other places. The Davis campus being then turned not only--not from just an agriculture group but also a general college, just had to have some more living space. So the University got an appropriation from the legislature to pay in part for a dormitory group at Davis, and then a bond issue for some \$500-550,000 was issued by the University to pay for the balance of it. This was a small beginning and it was because of the situation at Davis, the shortage of housing, particularly the expansion was much more acute than anywhere else. Now that dormitory bond

RMU: issue didn't last very long for reasons which I could describe.

VAS: Such as?

RMU: Well, shortly after that it was then determined that the University could avail itself of the money provided under federal housing acts, administered by the Federal Housing and Home Administration Agency, and start in on a real dormitory system in the University. The Regents had adopted a plan that for the large campuses like Berkeley and Los Angeles, the objective at that time would be to house twenty-five per cent of the students; and for the small campuses in outlying areas, Davis, Riverside, and Santa Barbara, where there wouldn't be any available private housing for the growth anticipated, they might try to aim at fifty per cent of the students housed.

So then a study was made of the provisions of the federal act which required the University to put up a good deal of the money, or match it one way or the other with funds that came from outsiders for dormitories, or purposes to be so used. And then the University could borrow money from the government at a most advantageous rate-- at that time two and seven-eighths per cent; and this would be on an interest-free loan as far as federal income tax was concerned. But to avail itself of this, the issue at Davis had to be called and taken out because the conditions of the Davis dormitory didn't provide for the coverage of fixed charges as required by the federal government on its loan. In other words, you couldn't issue more bonds until you had your amortization costs and interests covered say 1.35 times or 1.50 times and the Davis dormitory

RMU: charges were not sufficient to bring up that coverage, and there was a great reluctance to forcing the rate up; but if that issue could be called and taken out, then we could go forward with the rest of the program.

So special arrangements were made to pick up all the bonds that were issued. I think there were \$500 or \$550,000 worth out of reserves the University had. The bonds technically were not callable, but at that particular time, because it was so shortly after they were issued, they were in a few hands. The underwriters who bought them had placed them in large blocks with just a few investors, some of them very friendly to the University. And there was no difficulty in arranging with the underwriters to recapture all those bonds at a call price that would have been available to the University a few years hence. Once those were cleared out of the way, we could go forward with the master plan.

VAS: Right. How did you go about this?

RMU: The master operation?

VAS: Yes.

RMU: The University made a study of a start on a dormitory program within the limits of the availability of the matching funds. Now, the matching funds had to be, let's say, about one third of the cost of the dormitories, not figuring the land as any value. Land had to be provided.

There were certain donations in the University for

RMU: dormitories or undesignated purposes that could be converted into dormitories. These added up to about, say, \$6,000,000 around the University as a whole, and that would justify borrowing \$18 million or something of that kind of money--an approximate amount, anyway. So we started to work to figure out the issuance of a bond issue which had to be offered to the public; but if the public wouldn't take it at an interest rate lower than the government's agreement to pick it up at two and seven-eighths per cent, the government would have to advance the money.

The main study to working out the program was done by assistant treasurer Thompson and Norman Gross in the accounting department, with a number of Tom Cunningham's legal staff. All the papers were worked out just as if it were a corporate issue to the public. And it was so advertised. Nobody met the government's guarantee of two and seven-eighths per cent on a thirty or thirty-five year bond issue. And as the result of that, Regent Dickson, chairman of the Board, and I signed a big bond for \$18 million to the government and the government picked up the entire loan and transferred it to the University through me, which money was turned over to the banks to cover the advances of a syndicate of four banks for the interim financing during construction. This started the dormitory system.

VAS: When was this?

RMU: 1957, I believe, is when the government gave me the \$18 million check and the bond issue was effected.

VAS: I understand that four banks bid on this. What is this bidding

VAS: procedure?

RMU: Well, the government would not advance money for the period of construction and for the cost of construction, but they would give a firm take out so that when the construction came along to eighty per cent of completion or some such figure, then the lending syndicate or the lending group or whoever put up the money for construction could be paid off. So four banks, two in San Francisco and two in Los Angeles: the Bank of California, which was the principal bank of the University; and the Wells Fargo bank in San Francisco: the California Bank in Los Angeles, now the United California Bank, and Security First National Bank, agreed to underwrite a loan, or agreed to provide a loan of about \$14 or \$15 million. The two biggest banks in the group, Security and Wells, each took one third of the loan, and the Bank of California and the California Bank in Los Angeles each took a sixth of the loan. The reason for the difference is that a bank is limited by its capital and undivided surplus to the amount it can lend to any borrower, and the Security and the Wells had much bigger capitalization and therefore they could take a third--the others helped just as effectively with their sixth. And later on as those banks grew, they could have picked up a fourth. So they provided the money, and then when the buildings were about eighty per cent along, the government transferred the money and the bank loans were paid off.

Now, you refer to some bidding. There was no real bidding on this interim financing. This was a negotiated matter

RMU: which I negotiated with the four banks on a basis that our note, our promise to pay, was just as tax free from federal income tax as if a city had given a bond.

We got legal opinion from our attorneys, our tax counsel and the banks' counsel that this was true, so we could borrow that money at 2.5%, which was a ridiculously low figure. Now the bond issue required a trustee who would impound the money, the income would have to be put with a trustee, the depreciation funds, repair money, and everything else, and the operating bills taken out of it. Now, this was not just for dormitories. This was a dining area too, housing and feeding. They would then pay off the interest on the bonds every six months as they were required; and as the sinking funds took effect and as bonds were due serially, the money deposited by the University would go to the trustee and the trustee pay off.

When we were trying to decide who should be the trustee, and this was a rather nice piece of business for thirty or thirty-five years, we prepared a bid and sent it to the four banks that helped the University by providing interim financing, and we determined here in the office that there could be a big difference to the banks where there was only one check each six months to the government on an \$18 million bond issue, or whether the \$18 million was divided up into \$1,000 pieces and people all over the United States and the world owned the bonds and sending coupons in at odd days and getting paid off the interest and

RMU: occasionally sending in a bond that was due.

So we listed the bid two ways. One if the government held the issue, and one if the issue went to the public and the bonds were split up. Two of the banks guessed there was a difference, could sense immediately that there must be some advantage in this, and they bid a lower trustee fee for the annual cost if the government held the bonds than if the bonds went to the public and then we had to split the \$18 million or what was left of it into small pieces; then the bank would get the larger annual fee for its job as trustee. But we here couldn't sense any possibility of the people walking and picking up two and seven-eighths per cent bonds from the University, even if they were tax exempt. Well, right now there are excellent tax exempt bonds for better than four per cent. So our guess was right, and two banks guessed right, and one of the banks that sensed the difference got the job for thirty-five years, or thirty years.

VAS: That was the Bank of California.

RMU: The Bank of California became the trustee of the various dormitory bond issues that have gone out under this master agreement.

VAS: Does that not only include the dormitories but the parking?

RMU: It did include the parking and some student center buildings.

There were student center ones issued for the buildings here on Bancroft and for the addition to Kerchoff Hall and for Santa Barbara during the time I was in office. Later on, I think there have been similar ones going on in other places, but I have

RMU: had no contact with them. When the one in Santa Barbara was issued, we purposely invited a Santa Barbara bank to take part in the interim financing, and I don't know who got the trusteeship on that. That was separate from the dormitory system, but we tried our best to bring the local bank in--this is a statewide University and we tried to bring the local people in. And they did come in--the bank at Santa Barbara did come in on the interim financing of some of the work there.

The main dormitory issue, the first \$18 million, covered dormitories in Berkeley, Davis, San Francisco, Riverside, Los Angeles, and Santa Barbara. La Jolla was not in that issue at that time.

VAS: I thought I heard a familiar voice.

RMU: That is Earl Bolton, interrupting.

EB: What are you doing here on the job, working so hard, Robert?

RMU: Slave driving. Verne Stadtman is a slave driver.

VAS: This was an unusually large bond issue?

RMU: I was informed by the government people in San Francisco that this was the largest single loan ever made by the Housing and Home Finance Agency to a university at that time. And the agency, I may say, was sort of proud that it went to the San Francisco office for this big issue. Now, whether any other larger issue was ever made to a university since I don't know. But \$18 million in one loan is quite a piece of change.

University Investments in Real Estate

VAS: Now we talked earlier, Bob, about this business of the University having various kinds of investments when you first came in, and we sort of talked about this but I guess we really didn't get into it. What were some of the other holdings beside the straight investments?

RMU: Well, I think I touched before, but let me repeat that when I became the investment manager at the end of 1930, under my title of secretary of the Board--of course I continued as treasurer two and a half years later on--a large part of the University's investment holdings were based upon real estate. About sixty per cent were based upon real estate, real estate loans, real estate itself, and real estate mortgages or mortgages on building bonds in the state. And so therefore we had a great deal of investment bedded on real estate. It perhaps was a natural result of the manner in which the investment account, which was very small in those days, had been held previously. There were some very large real estate holdings coming to the University, most of them by gift, one or two by loan system because the loan did not pay up.

For example, there was about a five thousand acre ranch in Fresno called the Kearney Ranch, this Bear Gulch Water Company, which not only had the water works but also had land, watershed lands and lands not on the watershed--Menlo Park, in that area; a large tract of redwoods up in Mendocino County, called Hooper

RMU: redwoods; a lot of property in Alameda which was first known as marshlands which had to be built—this filling was done before I came here, and that became the basis for the first commercial air field in the San Francisco Bay area. The University had that. And then there was the prune and apricot orchard and vineyard and winery on property in the .vergreen area in Santa Cruz. There were many others, but these would be the largest examples of these sorts of things. I don't know whether you want to go--

VAS: I want to ask a couple of questions. You also had some real estate in buildings.

RMU: Yes, in San Francisco there was a so-called glass front building which was on Sutter Street, the Halladie Building, named after the fellow that invented the cable car in San Francisco. He was a Regent at one time. Then there were two big buildings on First Street. One of them was rented to Blake, Moffitt & Towne, the large paper concern; the other one to Buckingham and Hecht, a shoe concern. Then there were a number of others scattered around.

We had some properties here. We had a mortgage on a third of a hotel in San Diego. I don't think we want to talk about mortgages at this time. We had other things of that kind.

There were other real estate pieces, some of them in Berkeley, I think bought because the managers could take a look around the building and see what was good in Berkeley but they couldn't see something in Visalia or Yreka or somewhere down at

RMU: Half Moon Bay.

Kearney Ranch

VAS: Now, about the Kearney Ranch. That didn't come to us as a bequest?

RMU: Yes. This is rather peculiar. About 1912 or 1916--the date I don't remember just which it was, it may have been the former, it may have been the latter--a man named Mr. Theodore Kearney, who had this big ranch at Fresno--at one time I think about 10,000 acres with vineyards and various other things--he bequeathed that to the University for an agricultural college. But at that particular time there was a provision in the state law whereby no more than a certain percentage of a man's money could go into a charitable foundation, educational institution, or church. This law has been changed since. But since he gave it on the thought that it might not pass the University, he made a provision in his will that the property would be given to five very prominent citizens in the state of California to use their discretion as to what they would do with it.

Now one of these was William H. Crocker, who was the long-term Regent of the University. The names of the others are in the record, but I don't have them in mind. The property did not go to the University directly by the will, so therefore there was the requirement that it be an agricultural college. It went to these five gentlemen who turned around and deeded it to the University without restriction.

RMU: Now, the University for some time conducted a good deal of experimentation on the property, particularly toward the eradication of alkali, which was creeping in because of changes in the water table in the San Joaquin Valley. A man named W. P. Kelley of the agricultural staff had a great deal to do with methods of eradicating it. After he went out of the picture as far as this work is concerned, other plans were used by leaching and other methods, so a good deal of that property was reclaimed, the alkali washed down into the ground. It might come back, I suppose, if some big change happened to the water table and the water would move back up again.

This was given to the University and was used as a commercial ranch although experimental work was carried on there, but it was never devoted to a college. When I took charge of the property as part of the investments for the University, it had about 5,000 acres. At that time the crops were alfalfa, cotton, oranges, olives. There was some dairying, some hog raising. Perhaps there were a few others, but those were the main crops in the area.

VAS: Was this profitable?

RMU: Well, there is always a question about that, profitable is a relative statement. During the twenties, when agriculture was pretty well down, that property was losing money. It had lost about \$40,000 a year for seven years in a row just before it was transferred to me with orders to do something about it. This

RMU: was changed around by some very interesting proceedings. No one would ever credit me with knowing anything about agriculture, but perhaps I knew where to find somebody who did. I did know something about cutting out waste and frills and luxuries and this was absolutely necessary when you were losing that much money over a period of years. You can't put it to any productive purpose in the University.

I got A. B. Miller, who was the Regent from the state Board of agriculture, and told him what I could see in the situation on economics and I asked his help on the production side--whether we should change the crops. He took my report and then he added his ideas to it after he examined the property. We turned it around to a point where about two years after getting out of the red we began making an average of about \$60,000 a year on the property, which is about a \$100,000 turn around. Now the times were getting better. When I started on this program in '31 was no time when manna was dropping from heaven, I can tell you that.

Talking about answering your question as to whether the property was profitable or not, we had to lease out a great deal of it, or did lease out a great deal of it, to dairy farmers. I figure up that in the thirty-eight years before the Regents decided to sell it based on my recommendations, we had averaged two per cent a year on a million dollar valuation. There was one year during the first World War when agricultural crops were needed

RMU: desperately, and I remember the record showed that it made about \$125,000. You add it all in and take the bad years and the loss years and so on, and the poor or marginal years, it made an average of two per cent on a million dollars, which was the amount the property was set up on the books--over a period of thirty-eight years.

The Regents, on my recommendation, after very, very serious consideration decided that more money could be made and probably this property should go back on the tax roll. At that time it was tax exempt for me--we didn't have the burden that the ordinary farmer has. So we split it up in about forty pieces and it was sold without the use of any real estate agent, mainly by selling to tenants and people in the area. The amount received finally was \$2,300,000. So if you say that was its value, it made only one per cent during the period. As an investment officer, I didn't call that profitable, even though there was a profit. I am talking about this in relative terms.

Bear Gulch Water Company

VAS: What about the water company?

RMU: The water company came to us, eighty per cent of the stock and bonds at one time, from the Flood family--I think I mentioned that before--for the support of the college of Commerce. And twenty per cent of it was bought with the remaining bond in about 1915 from the Felton family. Then later on the University put in

RMU: a lot more money itself--a quarter of a million dollars, to rebuild the company. That company was not only a water company but it had real estate on the other side of the ridge, where the water couldn't come down the watershed into the reservoirs, so we had real estate as well as the water company.

The University had to get the rates raised to make it worthwhile to keep it, at least keep it temporarily. I remember taking part in the action before the Railroad Commission then to get the rates raised to bring all of the bills for the capital improvement--the investment in the company that we had made. It was too late to segregate the bills so I took over the journal and showed them the indexes and all the bills that I had in transfer cases and lugged them up into the Flood Building in San Francisco, to the commissioners' office. A few minutes before the 1:30 hearing the commissioner came in and wanted to know what all that stuff was that I was dragging in and I said, "Well, sir, you asked for all the bills for the capital improvements, so I am bringing them."

He took a look at this and he said, "Have you got any more?" And I said I had two more boxes. He said to take them down, that he didn't have time to look at them. Of course, all the bills were there, but everything else was there too.

Well, the rates were raised but this got to be kind of a burden to the University in one respect. There were some very important influential donors of the University who lived in the Woodside area. They had great estates, and the water bills in the summer for their beautiful lawns and so on some of them came to

RMU: \$1,000 a month. So, as general manager of this company and secretary and treasurer of the Regents, I got a lot of muttering from a lot of people, including some Regents who were members of the board of directors of this company. Further than that, it seemed that we were placed in a position, in effect, of fighting the public when we would go out for rate increases to bring it up to the standard of any other operation. Well, we got it up to a standard and then tried to negotiate a sale to California Water Service, leaving in our hands all of the lands that were not in the watershed, and gradually these were sold to other people for other purposes--homes and perhaps other purposes, maybe grazing or something. So this investment turned into a basis of something better than a million dollars where it started out on the books of the University on a theoretical quarter of a million dollar basis.

VAS: So that was done.

RMU: This I call profitable. Capital gains are perhaps more important at times than current income; both of them involve a matter of profit.

The Hooper Redwoods

VAS: The Hooper Redwoods?

RMU: Mrs. Sophronia T. Hooper, many, many years ago, perhaps as far back as when I was a student, gave the University a great acreage of redwoods up in Humboldt County, the theory being that this would

RMU: provide an endowment to support the Hooper research organization on the San Francisco campus. Well, the lands didn't sell and the University had made an agreement with Mrs. Hooper that it would put in at least \$40,000 a year. The University was putting in the \$40,000 a year and nothing was coming out of the Hooper Redwoods and the \$40,000 was being advanced from other funds, and it was accruing interest and charges. It got to a point where this thing couldn't go on forever, so the Regents decided that they better sell this property. We had it cruised as to the amount of timber that might be on it and made arrangements with two or three lumber companies to sell the property.

The negotiations took place, I believe, in the late thirties. The Pacific Lumber Company was involved. The Union Company was involved. Dolbeer-Carson Lumber Company was another one. All these were operating in the Eureka area. The property was sold. This pretty well bailed out the University's advance, but I don't think that it left very much for future endowment of the Hooper Foundation. The University has had a fine research station and has done much for the state, and the Hooper Foundation is supported now and goes along as was intended by Mrs. Hooper.

VAS: But we never operated the property for lumber, did we?

RMU: We never did any lumbering. The only lumbering interests that we ever had before my time. The University had a lumber company up in Vallejo, but I didn't have anything to do with that. Somebody gave this lumber company. Mr. Norris Hovey, the purchasing agent

RMU: of the University, ran that. I never had anything to do with that.

An Airfield in Alameda

VAS: Alameda--what you tell me about an airport there is very interesting.

RMU: In the will of Mr. Searles, the University was deeded perhaps 600 acres in Alameda on both sides of Webster Street, just south of the Posey tube. Most of the land was on the west side of the street. It had been quite low, marshy, but Sproul when he was in control of the University's business affairs made an arrangement, very nicely and generously, I am sure, on his part, to let the army engineers dredge out the estuary and dump their fill, what they had to take out of the estuary, on the University land. As a result it raised the land about twelve feet above Webster Street and it became no longer a marsh. I used to always object when this was on the books as Alameda marshland. I thought that depreciated the price. So here the land was filled up. It had to be compacted now and then and it didn't compact too well, but anyway it did form land rather than marsh.

That was leased before I came into the picture for the first air field for the San Francisco Bay area and it became known as the San Francisco Bay Airdrome. Buildings were built on it, hangars were built for repair--the planes were small. I remember landing on it one time coming up on a DC3 from Fresno. It, of course, was far too small for commercial aircraft of today,

RMU: but it was the airfield. Later they had this area in South San Francisco, and of course the other one in Oakland. Those are much bigger airfields, but this was an airfield. Later on it was used, temporarily, for private planes and there was a repair shop. But during the depression people weren't using or buying private planes very much, so it became a pretty flat investment by that time. There were some buildings on it.

In the second World War, I came back from a trip from Fresno one day. I was informed by Mr. Herbert Foster, the engineer of the University, that the army had moved into our buildings out there and had taken over without notice. I went over and found out that that was true. They had moved in an anti-aircraft battery and hadn't asked for anything and hadn't offered any rent, but here they were in the buildings. It didn't look to me that I could throw them out, so there they were.

They threw out the fellow that was trying to pay a little and trying to have some private airplanes on the property. The army stayed and didn't offer any rent but came around and told me that they had 750 troops there and they wanted me to put in some water heaters so these fellows could get shower baths, a heating system. And I remember telling the colonel that with the rent he paid I didn't think I could afford it! The rent he paid was zero. So finally they did pay some small rent. I decided not to charge a large rent, but let them put in all the water heaters and shower baths they wanted, and repair the broken windows. I

RMU: couldn't put them out because it was necessary during the war anyway. They stayed there for some time.

Then shortly thereafter the navy decided to build up the Alameda airfield. It filed condemnation action against part of the property after the army, when it started to pay rent, had built two tremendous warehouses, or three or four, I guess five warehouses on the property. They really didn't have any permanent lease but they built these buildings. The navy thought the buildings would be fine, and they wanted the property, partly for extension of the airfield. And they wanted about seventy acres for a housing area for navy personnel, either civilian or in the service, so they filed condemnation action against the University on seventy acres and on something like 140 acres. The 140 acres were west of the main block of land, much nearer the airfield itself now. They took it over, but didn't take over the big warehouses that the army had.

When the army got out, it had built some other warehouses on the property it owned itself, but made a mistake and built these concrete warehouses thirty-nine feet onto the University property, and they couldn't be torn down. It was an excellent job of surveying on the part of the army engineers, I would say. We made negotiations. We gave them the land under the thirty-nine foot overrun on the three warehouses and got free title to the railroad track that came in to serve the other big warehouses. And then we leased those warehouses to Owens Illinois Glass and some other company. I think it was one of the food packing

RMU: companies. Later on the navy even came in and took that, but took it at another time. This was a negotiated deal.

This property that started out as a marsh was filled from the estuary, used first as an airfield, and then the army and the navy, and now most of it I think is gone. There wasn't very much left after I pulled out. On the other side across from Webster Street, part of the property was taken over by purchase for the Maritime Commission to extend the Alameda shipyard complex and some more was sold to the highway department to put in the outlet for the second Posey tube, the west Posey tube, the second of the tubes. As I recall, perhaps about \$2 million was taken out of that property before I retired. And I am sure Mr. Hammond has made other sales to the government and others since. I don't know whether the University owns any property there now. I wouldn't be surprised if the University had totaled up \$5 million or more out of this piece of property.

Santa Clara Orchard and Winery

VAS: Then we have an orchard and winery in Santa Clara.

RMU: This was a rather peculiar operation. The University had a mortgage loan of approximately \$150,000 on an acreage in the Evergreen area in Santa Clara County. The man who had it had apricots, prunes, and grapevines. In addition to that he took the grapes himself and crushed them and had a very, very small winery which he gave

RMU: the label of the Villa Vista Vineyard. The wine, I suppose, was good. But I don't know that it was one of the greatest wines in the world. It was also probably not the worst, either, but it was a very small enterprise.

Crops went down to such a price that he couldn't pay his interest on the loan, he couldn't pay his taxes, he couldn't even bring the crop along each year. So we had to advance money against the crop and practically take over the direction of the ranch. Finally it became utterly hopeless, so we took over, giving him a lease and a small compensation. The property was sold in various pieces. The vineyard we ran for a while, but there wasn't enough wine produced to justify advertising a label commensurate with the quality of the wine.

In the operation of the property, I was always concerned with whether we should dry the prunes or sell them green. I became pretty well acquainted with Harry Wellman at this time because I went to him as an agricultural expert, agricultural economist of the Giannini Foundation, as to what the prospects were for apricots, dried or green, and the same thing with prunes. The market, I remember, on prunes didn't look very good. At that time the price was so low that prunes were bringing one cent a pound in the field, green. I couldn't see much hope of getting much more for them after letting them out in the sun to draw the water out. The same things with apricots.

A few times I think Dr. Wellman thought I was subversive

RMU: because I wouldn't go along with the viewpoint of the apricot and prune growers that we ought to dry the crop and hold it back. As a trustee I had to get some money to pay the bills. One year I sold prunes for one cent a pound green. When the prunes in the area were dried they brought one cent a pound. There was an awful loss of weight in water that went up to the sun. I think Wellman thought I was doing the right thing for the University, maybe thought I was subversive as far as agriculture was concerned. Dr. Wellman and I became great friends in the operation of the ranch, not so much the vineyard, but certainly the prune and the apricot division. I would say the property was a pretty good deer country. People used to go up in the hills and shoot deer.

Peculiarly, this property was suggested by people in Santa Clara County for a site for that division of the University which has now been located at Santa Cruz. This property was sort of offered as a site. I don't know whether it was going to be offered free or not, but it was one of the areas that the citizens might have bought to get the University to San Jose instead of in Santa Cruz. The area was very hot in the summer-time; there is no question that the Santa Cruz site proved to be a much more desirable piece of property.

Efforts to Return University Real Estate to the Tax Rolls

VAS: So you got rid of an awful lot of property?

RMU: Well, yes. In the first place, these were not what I call meeting the investment income criteria of a portfolio. And also back in the thirties the University had a lot of real estate in Berkeley, in San Francisco, some of which we have mentioned, and some we haven't mentioned, some scattered around the state. All of this was off the tax roll. And off the tax roll it does add the burden of the local support to the neighbors because the county sheriff and district attorney and all the rest of them cost so much money and they spread that over all the private owners. When the University has a lot of property off the tax roll, then a little more bill goes to somebody else.

The legislature decided in the thirties, as Comptroller Nichols then told me, that they wanted to investigate the University's investment holdings to find out how much was off the tax roll and what we were earning. As you will recall, Article IX, section 9 of the constitution creates the University and gives the Regents full power for the management of the University, subject only to appropriation of funds and to the legislature's satisfaction as to the security of the endowment and the other funds of the University. So the legislature would have the right to take a look at the investment account of the University and it had served notice that it was going to. I gave Nichols a statement of what we had and the income and what we had done about it. And they decided that this was all right and they never made

RMU: the visit. There was a kind of suggestion that the University ought to divest itself of some of its real estate off the tax roll unless the property would be expected to have a real potential beyond its present value and therefore it would be a benefit to the state to keep it a while.

From this point on, the University generally cut down its real estate holdings around the state unless the properties were going to be needed as campus expansion. This didn't mean that we had to sell everything. Some of the buildings in San Francisco had to be rebuilt, and there wouldn't be a reasonable return on them until that could be done, so the University kept them. The did sell the Halladie Building, an apartment house on Sutter and Jones, and some of the property in Berkeley. Apartment houses in San Francisco and Berkeley were sold. Property not connected with the campuses here and other properties around the state which had to be taken over or came as bequests--where there wouldn't seem to be a big potential and there would seem to be a difficulty in management at a distance--were disposed of.

Lack of Staff to Handle Investments

VAS: Management was quite a problem, a dearth of staff to take care of them.

RMU: Dearth might be an understatement of the fact. Talk about dearth, at that time there was nothing.

VAS: You were doing this all by yourself.

RMU: When I moved up from Los Angeles, there wasn't any office for me to sit in. I was provided with a chair and a big desk in a committee room in California Hall; the room actually had a telephone and there was a dictaphone. I inherited from Sproul, who was secretary of the Board before me, Miss Blanche Miller, who kept the records of the faculty, made the faculty appointment notices, indexed the minutes of the Board, distributed the minutes, and prepared the certification of the acts of the Board, the formal side of the business rather than the investment side of the business. She sat in the President's clerical work room. And, as I said, I had this desk in a committee room and when there was a committee meeting I was invited to go out and take a walk. This was a little awkward, but there were things to do on the outside, so you could get out. There were things to do beside sitting on your chair.

Now I am reminded of a meeting in the finance committee in San Francisco one day when Regent Neylan asked me to have some of my staff make a study of something and I sort of remarked that I didn't have an investment staff. He said, "What do you mean?"

I said, "Well, I just don't have a staff."

"How do you run this business?"

"Well," I said, "we have a copy of Walker's Manual of California Securities which is worth \$10 and was given to the

RMU: University. I have that."

"Well, how do you know anything about these other securities you have?"

"I don't have much of an appropriation. I have my salary and I do have an assistant to do the formal side of the Board. I have just moved into a desk in an office. For some time I didn't have that. But I don't have a staff."

"But how do you analyze all of this?"

I said that I had a friend who was a salesman of one of the important security houses in San Francisco and one night he loaned me Moody's Manual on Railroad Securities and I went home with it and I read up all I could on the railroad bonds and stocks that we owned and I returned it to him early in the morning so it got back to his desk in San Francisco. And the next night I borrowed the book on public utilities, and so on down the line.

He let out quite an expletive about that time, which I won't put in the record, to the effect that that was a great way to run a business. He insisted that I go out and get myself some statistical material and somebody to assist me in this business and give up this nonsense of spending every night reading Moody's Manual and returning it the next day. With that I got George Mallory, who became assistant treasurer. And later on the office grew. The account was growing. I must admit the account was pretty small at that time and we got a lot of free advice on how to run the business. Some of it was

RMU: worth about what was paid for it. But anyway the account worked out and I was very glad that I was asked that question.

VAS: Didn't you tell me at one point that the Regents actually served as the investment counsellors--for a long time?

RMU: The Regents had ideas and made suggestions, and sometimes it came from their trust offices and banks. I don't believe the Regents ever gave the University a bum steer on investment, but I'll bet that some of the suggestions that came from members of staff of a security house had perhaps some other thought behind them. It was perfectly honest, I am sure, but I don't think outsiders recognized the University's needs. You can't run an investment account just by looking at securities. A lot of people don't understand this. An investment must be fitted to the purpose of the fund and must be related to all the other investments. It must be related to a lot of other things. It must be related to geographical spread. You can't run an investment account if it gets to be any size by just saying, sure buy a bond or a stock. You have got to know whether the particular fund that you are buying it for would accept that as eligible under the terms of the trust. So if you don't do it internally, no matter how good the individual advice is, things don't fit sometimes. Now, on the other hand, a small account probably can't afford the technical staff which the University now has, and I believe had during my later years to do this sort of a business. Somehow or other you learn this business when you have to, I'll tell you that, too. We had no experience ahead. You have to learn it awfully fast

RMU: or you will get fired. And I didn't like to get fired.

We had to consult with the Regents before we made an investment. And the Regents did creat an investment committee, beginning with two people. It is much bigger now. And these two people I could go to, they were knowledgeable people. I think the ones I had the greatest aid from were Sydney Ehrman and James K. Moffitt, and Ed Heller.

Now, on real estate loans, Jesse Steinhart was a magnificent help. In later years the biggest help began to come from Ed Pauley and Ed Carter. And there were many others that contributed immensely toward this. But those are the people that during my time I went to.

Now the committees are larger than that and never did they have people on the committees who weren't objective in their studies and who weren't loyal to the University. And they began to understand the spread of the University's business.

LAND PURCHASES FOR UNIVERSITY USE

VAS: Now, you were getting rid of land for investment purposes pretty much. But you were still buying for other purposes. Let's talk about some of that--some of the purchases and so on.

RMU: I have told you before about purchases for actual campus expansion. I think we pretty well covered that. The only things that might come to mind of importance were various things bought for various purposes. I think that perhaps the two most interesting ones would be properties for the college of agriculture for experimental work. There were many of these, but I might talk about two in the animal industry field. One of them was a big sheep ranch near Hopland in Mendocino County and the other was a beef cattle ranch northeast of Marysville. These were large operations and if these are what you are interested in, we could go into them.

A Sheep Ranch in Mendocino County

VAS: Let's go into those. Let's take the Hopland one first.

RMU: The group at Davis has always been outstanding in the animal industry, but probably you can't do much experimentation on the few acres that the Davis campus could afford to give to the sheep when the campus was getting other uses. Gradually the problems that need large acreage had been moved away from the central area of Davis, and one of them was sheep.

RMU: So we entered an arrangement after considerable study, a purchase of what I recall as about 2,200 acres of sheep land from a man named Pratt, who was the president of the California Packing Corporation. He had this property, personal property; I think he also enjoyed being up there weekends and so on, he had a very nice little house; I think he liked to hunt deer. It seemed to me when we studied the property to buy it as is--land, sheep, house, a few saddle horses for the range, whatever was there, including the equipment of the place--it seemed to me when I went around that there were more deer than sheep and more rattlesnakes than both. But nobody that I know got bitten by a rattlesnake. They had to have a very thin mesh fence around the superintendent's quarters so the snakes couldn't get into his child's play yard, and so on.

I negotiated this deal with Mr. Pratt and the University bought it lock, stock, and barrel, or you might say land, sheep, and rattlesnakes. That has been used ever since. I think there have been some small additions to the property around pieces of it since. It is under the division of animal husbandry at Davis.

A Cattle Range Near Marysville

VAS: Is that true of the cattle range?

RMU: Yes, the University had a cattle range somewhere, I think in Madera County, which was on government land. It came to a point where the cattle the University had had to be removed from there because the government was going to do something else with the property. I don't know what that was, but anyway this beef cattle station was no longer available to the University. So the animal husbandry people began looking around the state to find some kind of a property.

They discovered this one near Marysville, I presume it is in Yuba County. It was right along a river. It had been a cattle range for a long time. There were two or three disjointed parcels, but it was mainly one big piece. It belonged, as I recall, to a man named Floyd Forbes. Forbes was very much interested in cattle and I think he was the executive manager or the secretary of the beef cattle association. He spent most of his time here, but he did have cattle and run cattle on this property.

With representatives of the college of agriculture we had meetings with Mr. Floyd Forbes, who seemed to recall me, but not too favorably. I found out the reason for that was that he was a private in the cadet company in which I was the company commander in my senior year in college, and I think he thought that I was a little strict with the sophomores. But one had to be, for the sophomores were not the easiest and most contented members of the

RMU: University cadet corps. But anyway, he couldn't quite remember me at first, but then he recalled where he had seen this little so and so.

Anyway, we negotiated a purchase with him and bought the property after a good bit of discussion and backing and filling. And the University moved its cattle from the Madera County range to this range up near Marysville. But I think some more pieces have been bought where parcels cornered but did not have direct access, so the cattle could move directly across; but this was after my time.

Land for a Radio Telescope

VAS: Did you have anything to do with negotiations for Hat Creek?

RMU: Yes, I did. The Hat Creek land was practically in the bag before I got into the act, and there was very little that I could do about it. The astronomy department wanted a place for a radio telescope in an area remote from fog, remote from city lights, and as far as possible out of airplanes. I suppose nothing is permanently out of an airplane. Anybody can go anywhere they want in the atmosphere, but this seemed to meet their needs.

It was a rocky area, near Burney Falls, out of Redding. Mr. Hartsook, my real estate officer, and I went there to negotiate with the owner, but I had found out that Professor Weaver had made a speech at the chamber of commerce in Redding telling that the

RMU: University was going to take this property and everybody was delighted with this, and it got in the newspaper so it looked to me like the water was pretty well under the dam and all we could do was to make the best kind of a deal possible. I had it appraised, I think we might have brought this a little bit better, but we did get a lease for fifty years.

The land was pretty barren of agricultural possibilities-- it raised rattlesnakes just like the sheep ranch. I had to be a little careful walking around in the rock piles there, but I didn't get into any trouble; I had a good pair of boots, I will admit that. So the radio telescope was installed up there. I have never seen the property since; but I did make the deal, finally more on a basis of the lease than a matter of a purchase, and perhaps this is going to work out all right anyway.

But the Regents then passed a regulation that no negotiations for the acquisition of property for the University could be initiated with any owners hereafter without the prior or concurrent operation and the presence of the treasurer or his representative. And this regulation is now, I understand, still in effect.

UNIVERSITY APPRAISAL OF VENTURA COUNTY FLOOD DAMAGE--A PROBLEM
OF PAYMENT

VAS: Now, just one more item. I understand that you can tell me something about our flood work in Ventura County back in the 1920's. I didn't know anything about this, actually.

RMU: Well, of course, it is quite natural that you wouldn't know about this because you are not one of those aborigines that got here right after Methuselah left. But unfortunately, I find myself somewhat in that position. Yes, this matter rose in connection with a failure of a dam on a water course known as the San Francisquito Creek in the northern end of Ventura County, or in Los Angeles County; I don't know just which. It is somewhat on the south side of the ridge route, the Tehachapi Mountains. Los Angeles had a couple of dams in that area and a water line bringing water to the city. This property was either in Ventura or Los Angeles counties, I don't know which. But the creek that came down went past Saugus, then turned west down through the town of Santa Paula and Fillmore, out to the ocean just south of Ventura in a wide valley.

This dam broke in the middle of the night and the water let loose and came down this canyon, practically wiped out the little area of Saugus, which was probably a few gas stations and nothing more, then went down the old water course of the stream bed called the Santa Clara River--this has nothing to do with

RMU: Santa Clara County--and empties into the Pacific below Ventura. The volume of water that was let out of this reservoir swept everything in the water course in front of it--houses, orchards, people, whatever was in the water course was just swept out of the way. The top soil was washed off, farm buildings destroyed, trees destroyed, many people killed.

The question then came up as to the liability of the city of Los Angeles, which owned this dam and the water which caused the floods, to the survivors or the heirs of the people in the Santa Clara Valley. The University put into the study of the damage about twenty or twenty-five of the farm advisors from around the state, specialists in soils, specialists in irrigation systems, in citrus culture, in farm machinery, farm structures, and so on across the breadth of agricultural production needs. Now whether this was volunteered by the farm advisors or whether the city of Los Angeles came to the University and asked for it, I never knew. One man that might give you information on that would be Warren Schoonover, Sr., who was the University's head of this survey team. He lives in Oakville, or somewhere north of here. But there might be some of the farm advisors there who could tell you about it. Professor Crocheron, who was head of Agriculture Extension, of course, is gone. President Sproul, of course, knew something about it, but I don't know who else to refer you to who would give you a good account of this history other than Warren Schoonover, except I might add something about how I was

RMU: called into the act.

VAS: In what respect.

RMU: Well, maybe I had been visiting a soothsayer, I don't know.

But one Sunday morning in the little house we lived in in Los Angeles, I guess I was tidying up the backyard or something and I began thinking about this study which I knew as going on; I saw it in the paper, and living in Los Angeles I had seen all about this. I began to wonder what would happen if there came an impasse between the University and the city of Los Angeles over the advice or determinations of the farm advisors as to the value or the amount of the damage. I knew that the University had put all these people in there so there must have been some expense going on, at least daily board and room and automobile expenses and so on. And I wondered what would happen if something went wrong between the city and the University. I wondered what I would do if I got called in, because I was then in charge of all University of California business in southern California. Well, as I say, maybe I was looking at a crystal ball or talking to a soothsayer, but I began thinking about this. I never had any idea I would get mixed up in it.

All right, the next morning I am sitting at my desk in Los Angeles and I get a call from Sproul telling me that just this thing happened--that the city attorney refused to pay the bills of the board and room and supply the gasoline of the University cars down there, and there was an impasse going on, and I better get up to

RMU: Ventura and see what I can do. Then Crocheron came on the phone and he told me all about this situation. He told me to go and settle it, do the best I could, see whether I could bring about peace because after all the University was willing to put the people in there without any charge for their salaries, but certainly they were entitled to be fed and to a place to sleep and gasoline for their automobiles if this study was to continue. "So get up there and see what you can do and ring up Warren Schoonover at a hotel in headquarters in Ventura and see what you can do."

"Well," I said, "I can get up there tonight, but I can't get up there today; I have some bids to be opened or something this morning. I will get up there tonight." So I went up there that night.

VAS: And what did you do there?

RMU: According to Schoonover the best time for me to come was in the evening because all the farm advisors came back every night and swapped ideas on what they found and what they were thinking about, and they would make their reports together and have a kind of a colloquium about this to decide on a report. Maybe they would want to look at something again. They were not to give dollar values, they were to give percentages of loss and deterioration based upon whether the evidence was this was 100 per cent soil for citrus culture or for lima beans--never mind anything else--anything growing there. They were to do the best they could to determine

RMU: whether the man had excellent farm machinery and what it would look like now if it was still around. They had nothing to do with the loss of life or the hurt people. They were only talking about a percentage of loss of the percentage of good useable soil for the purpose given then--if I have made that clear as to what I am talking about.

VAS: Yes, I understand.

RMU: Then they told me. I just listened to this thing because I just wanted to know what was going on before I got into the act. Then they told me that the city attorney, or deputy city attorney, who had headquarters up in Santa Paula watching the study, had refused to give them cash money for their gasoline for their automobiles to run around in this area or to provide for their hotel bills or anything else--would I go with Schoonover the next afternoon to see what I could do about this.

I went to Santa Paula the next afternoon and met with the city attorney; he and Schoonover had gotten to such a position that they wouldn't speak to each other in the room. Only three of us sitting there, but they wouldn't address each other. So Schoonover would speak to me about something he should tell the attorney and the attorney would speak to me about something that he might have said to Mr. Schoonover--everybody was speaking in English but I had to be the interpreter. I tried to make some peace in this situation, and I think that the city attorney seemed

RMU: to believe that the farm advisors were making a pretty high percentage assessment that was going to run up the bill for the city of Los Angeles and therefore his duty as a city employee ought to be to save Los Angeles as much as he could. He was pretty disturbed about what this was building up to. Of course, this was no excuse to not pay the out-of-pocket expenses every day; it might have been an excuse to tell the boys to go home, but there was no excuse as long as they were there not to see that they had something to eat and their cars kept gassed.

I couldn't get anywhere with this thought, so finally I told them that we couldn't continue to pack this bill any longer, that if this wasn't put to rights right now I was going to call everyone off. Of course, I had no right to call them off, I will admit that. I have made this bluff about three times and gotten away with it--it is a pretty risky business. But anyway, I was going to call them off. The deal was that they were going to pay these bills and they weren't paying them, and that was all there was to it. These fellows were going to go back to their other jobs. Schoonover didn't raise any objection. The attorney then told me that he hadn't any power to settle, he was under the chief attorney in Los Angeles. So he picked up the telephone and rang the chief city attorney and told him what I was going to do. And the attorney said, "Well, ask Mr. Underhill to come down and see me and I will see what I can do about this."

So they made an appointment for me at 4:30 that afternoon

RMU: at Los Angeles in the city attorney's office, as there was no use arguing any more in Santa Paula. Schoonover went back to Ventura and I went in my car and went to Los Angeles and had an interesting experience with a highway cop on the way down--anyway I bluffed him out too. I went back and met the city attorney and the man in Los Angeles was a little more objective about it than the man in Santa Paula that was on the job. The bills were paid and the farm advisors stayed there.

The Agriculture Extension Service rendered a really great public service. The city of Los Angeles, as I remember it, settled with the agricultural people on the basis of the experts' report, which was certainly an objective report by the University. It didn't cost the city anything but the out-of-pocket expenses. I think that this was a very interesting activity of the University and ought to be somewhere in the records. Probably Agriculture Extension has it, but when you get time, you ought to talk to Schoonover.

VAS: That is a very good story and a very important point.

RMU: Unfortunately there is too much "I" in this picture, but I got mixed up in a lot of things. I better apologize. You goaded me into this, though.

VAS: I sure did. You don't have to apologize because, as I said before, if we were talking about somebody else and there was too much "I," that would be one thing, but you know it is just natural when we are talking about your involvement.

RMU: I guess involvement is the word.

VAS: That is right. I would think so. There has been a lot of that,
hasn't there?

ROBERT M. UNDERHILL

VICE PRESIDENT AND TREASURER, EMERITUS
UNIVERSITY OF CALIFORNIA
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September 22, 1967

Mrs. Willa Baum, Head
Regional Oral History Office
Room 486 The Bancroft Library
University of California
Berkeley, California 94720

Dear Mrs. Baum:

You have asked me to list some of my outside activities, and then you would determine whether you would place some manufactured questions to head up parts of this, or whether you would put it as an appendix to the long interview. I therefore have listed these activities on the attached pages and you can use the information as you see fit. Needless to say, most of them arose because of my connection with the University or as an offshoot of some University work, or in some cases because some people knew of me because I was connected with the University and these engagements followed because of that. Chronologically, as close as I can recall them, the outside activities in which I was involved are those listed on the attachment to this letter.

Sincerely yours,



Robert M. Underhill

Attachment

OUTSIDE ACTIVITIES

Early 1930's

I was a member of four bondholders' protective committees, the purpose of which was to salvage as much as could be salvaged on building bonds which had gone into default. The depression years of the early thirties were very difficult for building concerns, and the University had quite a number of building bonds which in the twenties were regarded as excellent investments. Because of the University's relatively large holdings--by this I mean the University might have held twenty-five bonds whereas most people had two or three--I was asked to join with other people who represented banks, insurance companies, or large investors to try to obtain some value from these defaulted bonds. Two were office buildings in San Francisco, one of which was on Fourth Street near Mission, later bought by the Veterans Administration. One was a store and office building in the principal shopping area on Geary Street; one was an office building in Oakland; the other was a motion picture theater on Market Street in San Francisco. As I recall, the recapture was between eighty and one hundred per cent of the value of the bonds, overlooking the interest lost in the interim between the default and the payoff.

1938

About 1938, with Dr. Sproul, I became a director of M. J. Connell, Inc., which owned seven or eight buildings on Los Angeles Street in Los Angeles and certain stock and bond investments. The University had a thirty-eight per cent interest in a trust which owned the company. During the war the manager went into war service and I took over the active management of the buildings for the war period. The company has been dissolved, but steady and substantial income has accrued to UCLA.

1945 or '46

I was appointed by the army to serve with several other people in university administration or the government to discuss personnel problems, particularly contracting and payments for scientific personnel in the large university contracts then under the Manhattan District, all of which were later transferred to the Atomic Energy Commission.

1948

I became a trustee of the Newhouse Foundation, a charitable trust in San Francisco, the purpose of which was to provide scholarships to California and Stanford students, aid to Jewish welfare

foundations in San Francisco or aid to Jewish people who needed funds because of a temporary situation such as an emergency operation or finishing a course of education that might make the person productive. The foundation did not provide for long-term custodial facilities for people such as an old people's home. The purpose of the foundation was to put the persons who received the money back into employment. With ten other people, I served as a trustee from 1948 to 1963. And during the latter part of this period and since, I have served in a minor manner as investment advisor, particularly in the field of real estate, with the organization. I was replaced as the University's designee in 1963 by Frank Kidner.

1951

I went to Guam and Japan to troubleshoot an educational program being conducted by the University of California for the armed forces in Guam, Japan, Okinawa, and the Philippines. This was a short-term duty, and might be regarded as having been done for the University rather than as an outside engagement.

1952

At the request of the late Regent Edward Heller I became a member of the board of the Pacific Intermountain Express



Conception, Chile
1956

Visit to UC Agriculture Education Program

Company. Mr. Heller was the largest single stockholder of the company, and he gave the University stock which made it the third largest stockholder. He asked me to serve for him, but later I continued to serve because of the University's holdings. I am still a member of the board and chairman of the executive committee.

1956

At the request of the U. S. State Department, and in accord with the desire of the Chilean Ministry of Agriculture, I went to Chile to make a study of the University's activities in the field of agricultural education development in Chile. The University was having some problems at that time and I was asked to survey them and report my findings.

1958

I became an executor of the estate of Martin J. Heller of New York, an estate of between two and three million dollars, half of which was to come to the University of California. I am the sole surviving one of three executors of this estate, which has largely been liquidated. Through it I became a director of a copper mining enterprise in Topocilla, Chile. The mine had been abandoned during Mr. Heller's lifetime, but as a result of studies that were made and visits to Chile by me and others, the

mine was put back into operation and has been reasonably successful.

It is interesting to note that in this estate as executor, and in three others prior to that time, I had never known the decedents, had never had any verbal or written contact with them. And only in the Heller case did I know that I had been suggested as an executor.

1963

Just before my retirement from the University I was appointed by the Atomic Energy Commission to an Economic Task Force, the purpose of which was to make recommendations on the possibility of other uses of the Hanford, Washington, atomic facilities, should the need for the principal product be curtailed or eliminated. The five-man task force served during 1963 and filed its report with the AEC.

Also in 1963 I made a survey of educational research contractors for the Atomic Energy Commission in connection with contract administration problems. This called for visits to twenty-three of the research and university contractors and four of the government's area offices.

In 1963 I was appointed by the Superior Court in San Francisco to take over the vacancy created by the termination of one trustee appointed in the Samuel Nieder will as trustee of a trust intended to be created. The main asset of this trust is a shopping center in Marin County which was constructed after my



1954 - Eniwetok

R.M. Underhill, Regent McFadden.

R.M. Underhill, Regent McFadden.
1954 - Eriwetok



appointment as one of the three trustees. The shopping center has been a financial success even in the first year of operation.

1964

I was appointed a member of the twenty-person Board of Contract Appeals of the Atomic Energy Commission and am still a member of that board. The purpose of the board is to make determinations should there be a dispute between a contractor and the government. Three persons from the board are chosen as a panel to decide any case. I have been on four of these cases.

1966

Largely because of my connection as a trustee of the Nieder Foundation, the Pacific National Bank, which is also a trustee, asked me to serve as a director of the Land Development and Investment Company, the stock of which is the principal asset of the Morris Stulstaf estate, which is now in probate in San Francisco. The company and its wholly owned subsidiaries then held real estate valued at perhaps twenty million dollars in Marin, San Francisco, Alameda, San Mateo, Santa Clara, and Santa Cruz counties. A few months after my appointment as director I became president of the company which is interested in development of residential property, the rebuilding of a large shopping center in San Jose, the operation of bowling alleys, industrial warehouse buildings,



R. M. Underhill receiving LL.D. degree at Berkeley Commencement, June, 1964

Left to right--Regent Donald H. McLaughlin, President Kerr, Garth Wilson, R.M. Underhill, Chairman of Regents Edward W. Carter, President Emeritus Sproul.

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

IN RECOGNITION OF HIS MERITORIOUS ACHIEVEMENTS HAVE CONFERRED
THE DEGREE OF DOCTOR OF LAWS UPON

ROBERT MACKENZIE UNDERHILL

ALUMNUS OF THE UNIVERSITY OF CALIFORNIA IN THE CLASS OF 1915, WHO, BEGINNING IN 1918, COMPILED A RECORD OF SERVICE TO HIS ALMA MATER UNEQUALLED IN LENGTH BY ANY OTHER OFFICER IN THE HISTORY OF THE UNIVERSITY. SECRETARY AND TREASURER OF THE REGENTS FOR THIRTY YEARS, DURING WHICH TIME, UNDER HIS SUPERVISION, THE UNIVERSITY'S ENDOWMENT AND TRUST FUNDS WERE GREATLY INCREASED, THUS MAKING IT POSSIBLE TO ENHANCE IN MANY SIGNIFICANT WAYS THE PROGRAMS OF INSTRUCTION, RESEARCH, AND FACULTY AND STUDENT WELFARE THAT CONTRIBUTE SO MARKEDLY TO THE QUALITY OF AN INSTITUTION. VICE-PRESIDENT OF THE UNIVERSITY FROM 1959 TO 1963, AND NOW VICE-PRESIDENT EMERITUS. A PIONEER IN WORKING OUT THE CONNECTIONS BETWEEN THE UNIVERSITY AND THE FEDERAL GOVERNMENT, HE NEGOTIATED SOME OF THE EARLIEST CONTRACTS WITH THE OFFICE OF SCIENTIFIC RESEARCH AND DEVELOPMENT, ESTABLISHING INFLUENTIAL PRECEDENTS FOR GOVERNMENT RELATIONSHIPS WITH THE ACADEMIC COMMUNITY DURING AND AFTER WORLD WAR II. THE UNIVERSITY OF CALIFORNIA, WHICH HE HAS SERVED SO ENERGETICALLY, EFFECTIVELY, AND DEVOTEDLY FOR SO LONG A TIME, TAKES PLEASURE TODAY IN CONFERRING ON HIM ITS HIGHEST HONOR.

IN WITNESS WHEREOF THIS DIPLOMA IS INSCRIBED WITH THE SIGNATURES OF THE
PRESIDENT OF THE REGENTS AND THE PRESIDENT OF THE UNIVERSITY, AND TO IT HAS
BEEN AFFIXED THE OFFICIAL SEAL

GIVEN AT BERKELEY THIS THIRTEENTH DAY OF JUNE, IN THE YEAR OF OUR
LORD ONE THOUSAND NINE HUNDRED AND SIXTY-FOUR, AND
OF THIS UNIVERSITY THE NINETY-SEVENTH



GOVERNOR OF CALIFORNIA AND PRESIDENT OF THE REGENTS



PRESIDENT OF THE UNIVERSITY

apartments, motels, stores, and markets.

1967

I was asked to serve and am now serving as consultant to a five-man ad hoc committee of the Atomic Energy Commission involved with the study leading to the possible simplification of procurement requirements of organizations having contracts with the AEC. This activity has just started and is expected to terminate by the summer of 1968.

XI [The following comments were written by Mr. Underhill after correcting his manuscript.]

CONCLUSION

As I finished proofreading this material, I began to wonder how I could have been in so many activities and became concerned lest this interview appear too much of a record of personal activities. Of course, it spans a period from my entry into the University as a freshman, and especially from July, 1915, when I was first employed as cashier, until June, 1967, when I completed my last task as a consultant on government contract matters.

It must be set forth that I always had excellent people in my staff who shared the responsibilities and took part in an effective way in so much of the work assigned to me. Without them this could not have been accomplished. It is impossible to list all those on whom I depended so much and who were so effective. But I shall list a few and regret that I cannot list all.

At Los Angeles, my chief assistant was Charles H. Dodds, the accountant who was a great help in all the early years on Vermont Avenue and at Westwood. Unfortunately, an early permanent disability caused his leaving the University and death.

Miss Winifred Williams, later Mrs. Holstrom, was my secretary at Los Angeles toward the end of my stay there, later my secretary in Berkeley, and finally assistant secretary of the

Regents. She assisted me excellently for seventeen years.

Miss Marjorie Woolman started as my secretary in 1946, later became assistant secretary of the Regents, and in 1960 succeeded me in the position of secretary of the Board. Miss Elizabeth Hansen followed Miss Woolman as my secretary and she obtained officer status as assistant secretary in 1960. Another secretary had the same positions but only from 1944 to 1946; she was Miss Grace Kirk, whose services were lost to me and the University by death. I am proud of the fact that four of my capable assistants were the first and only women to be made officers of the Regents. This alone proves their value.

In the patent activities, Miss Josephine Opalka, as my secretary in the last few years of my service, was of such strength to the patent board that several patent attorneys wanted to hire her. Fortunately her knowledge and effectiveness have been retained with her later appointment as assistant patent administrator.

Now, as to the treasurer's office, Mr. George D. Mallory, as assistant treasurer, was with me for twenty-six years. We were quite dissimilar. He was more conservative in investments--excellent on bond choices. As a buyer he was a power. I was more the seller and operator. It was good he checked me at times and that I could be less conservative. Mr. Stanley J. Thomson, who succeeded Mallory, had his same fine qualities and attributes.

As the real estate activities increased, I was fortunate in engaging Richard F. Hartsook to head that division of my office.

I am pleased that so many of my staff have succeeded in important posts. To all those mentioned in this section, and to many others I have had to omit, I am deeply grateful. Unfortunately, three of my former assistants mentioned herein have passed away, so they will not see my statement of appreciation. The fact that six persons chosen by me as staff members became officers of the Regents indicates that their capabilities, effectiveness, and loyalty had high approval beyond mine.



October 26, 1966 AEC Headquarters, Germantown, Maryland
Ceremony awarding civilian citations to Dr Hollander, Oak Ridge; Siegmund P. Schwartz,
President, Sandia Corporation, and R. M. Underhill.

Left to right--Mrs. Hollander, Dr. Hollander, Mrs. Underhill, R.M. Underhill, Chairman
Seaborg, and Mr. Schwartz

AEC

UNITED STATES
ATOMIC ENERGY COMMISSION
WASHINGTON, D.C. 20545

No. J-237
Tel. 973-3335 or
973-3446

FOR IMMEDIATE RELEASE
(Friday, October 14, 1966)

THREE OUTSTANDING CONTRACTOR EMPLOYEES NAMED
TO RECEIVE ATOMIC ENERGY COMMISSION CITATION

Glenn T. Seaborg, Chairman of the Atomic Energy Commission, today announced that three employees of AEC contractors have been named to receive the Commission's Citation for outstanding service in the United States atomic energy program.

The Atomic Energy Commission Citation, accompanied by a symbolic medallion, will be presented to:

Dr. Alexander Hollaender, since 1946 Director of the Biology Division, Oak Ridge National Laboratory, Oak Ridge, Tennessee, for having developed an internationally known program in radiobiology. The Oak Ridge National Laboratory (ORNL) is operated for the Commission by Union Carbide Corporation.

Mr. Siegmund P. Schwartz, who retired September 30 from the presidency of the Sandia Corporation, subsidiary of Western Electric Company, for outstanding leadership in operating the AEC's Sandia Laboratories at Albuquerque, New Mexico, and Livermore, California, and for the development of U.S. nuclear weapons technology.

Mr. Robert M. Underhill, Vice President and Treasurer Emeritus, University of California, Berkeley, for creating contractual relationships between the University and the AEC which resulted in efficient operation of the Lawrence Radiation Laboratory and the Los Alamos Scientific Laboratory from 1942-1965, and for serving as advisor to the Commission and other U.S. departments of government.

(more)

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Dr. Seaborg and the other Commissioners will participate in a presentation ceremony for the three recipients at 11:00 a.m., Thursday, October 27, in the auditorium at AEC Headquarters in Germantown, Maryland.

Dr. Hollaender will retire from his position as division director on December 31, 1966, because of age requirements but will remain as a member of the ORNL staff. During his 20 years at ORNL he has developed probably the strongest and foremost program in radiobiology, a branch of biology dealing with the interaction of biological systems and radiant energy or radioactive materials, in this country. His program also has attained international prominence.

Before joining the ORNL staff, Dr. Hollaender made an enviable record during nine years in the Washington Biophysics Institute of the National Institutes of Health (NIH) in Bethesda, Maryland. He served as head biophysicist at NIH for four years after transferring to Oak Ridge.

CITATION

ALEXANDER HOLLAENDER

"For his outstanding contributions to the expansion of knowledge in the field of biology; for his pioneering vision in undertaking the investigations essential to the development of our radiobiological program; for his administrative acumen in organizing and directing one of the world's most advanced large-scale laboratories for basic biological research and for his long and distinguished service to the Commission as Director, Division of Biology, Oak Ridge National Laboratory."

During a vital period of research and development in the U.S. nuclear weapons program, Mr. Schwartz brought Sandia Laboratory and its related facilities to a new level of excellence and achievement. Under his capable direction, the Laboratory has met its commitments and delivery schedules for increasingly complex and sophisticated weapons systems. He also made outstanding contributions to the knowledge which comprises modern nuclear weapons technology.

While shaping and directing the course of the technical program at Sandia, Mr. Schwartz also gave careful attention

(more)

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to the management of the business affairs of the Corporation. Under his guidance a model of laboratory management has emerged. His citation reads:

CITATION

SIEGMUND P. SCHWARTZ

"For his outstanding leadership in directing the Sandia Corporation during a very demanding period in the history of the Atomic Energy Commission; for his significant contributions to the national defense in his superior guidance of an important segment of the Commission's nuclear weapons program; and for his use of imaginative and creative techniques in the management of a laboratory which has become a model of excellence and achievement."

Mr. Underhill joined the University of California staff in 1918 and retired last year after 47 years of exceptional service. When the possibilities of nuclear energy for defense and peaceful purposes became evident, he assisted in developing a strong tie between the universities and the U.S. Government in contractual relations which has continued over the years.

During World War II, he worked with the leaders of the Manhattan Project. He was closely associated with the staffing of the Los Alamos Scientific Laboratory, Los Alamos, New Mexico, where much of the research and development on the first atomic bomb was conducted, with the University of California as contractor. He is serving on the AEC's Board of Contract Appeals.

CITATION

ROBERT MACKENZIE UNDERHILL

"For his distinguished services to the nation and the Atomic Energy Commission, as a member of the staff, Vice President of the University of California, and as Secretary and Treasurer of the Board of Regents of the University, in creative and imaginative administration of contractual relationships between the University and the Commission for

(more)

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efficient operation of the Lawrence Radiation Laboratory and the Los Alamos Scientific Laboratory during the years 1942-1965; and for his immeasurable contributions as an ad hoc advisor to the Department of the Army, the Department of Defense, and the Atomic Energy Commission, which he is now serving as a member of the AEC Board of Contract Appeals, in developing new administrative techniques responsive to the changing relationships between American science, government, and business."

The Atomic Energy Commission Citation is presented to persons not in the employ of the Commission who have made meritorious contributions to, or have been outstanding in, the U.S. nuclear energy program. Private individuals and employees of AEC contractors, of other Federal agencies or departments, including the military forces, and of industrial, educational and research institutions, are eligible to receive the award. Formal nominations for the citation are made by an Atomic Energy Commissioner or the General Manager and approved by the Commission.

#

(NOTE TO EDITORS AND CORRESPONDENTS: This information also is being issued by the Commission's Operations Offices in Albuquerque, New Mexico; Berkeley, California; and Oak Ridge, Tennessee.)

Attachment:
Biographies

ALEXANDER HOLLAENDER

Dr. Hollaender was born in Samter, Germany, in 1898. He received his B.A. degree in 1929, his M.A. a year later, and his Ph.D. in physical chemistry in 1931 at the University of Wisconsin. He was a member of the research staff at the University for three years and was in charge of radiation work on a National Research Council project from 1934-1937 when he joined the staff of the Washington Biophysics Institute, National Institutes of Health, as an associate bio-physicist.

In 1946 he transferred to the Oak Ridge National Laboratory as Director, Biology Division, but also served as head bio-physicist at NIH until 1950. Since 1957, in addition to his duties at ORNL, he has been Professor, Radiation Biology, University of Tennessee. He will retire from his position as division director on December 31, 1966, but will remain as a member of the ORNL staff.

He has served on many national and international committees and panels on radiobiology, radiation research and photobiology. He is a member of many scientific groups, including the National Academy of Sciences; advisor to the National Italian Committee on Nuclear Research; former President, Photobiology Committee; Physical Society; American Academy of Sciences; Physiological Society; and former President, International Association of Radiation Research.

Dr. Hollaender and his wife live at 48 Outer Drive, Oak Ridge, Tennessee.

SIEGMUND P. SCHWARTZ

Siegmund P. Schwartz is a Vice President of the Western Electric Company and, until his retirement September 30, was President of the Sandia Corporation, a subsidiary of Western Electric, which operates Sandia Laboratory at Albuquerque, New Mexico, and the Sandia Livermore Laboratory at Livermore, California.

Mr. Schwartz joined the Bell Telephone System in 1927 as an engineer with the Western Electric Company in New York City. He has served in various assignments concerned with the communication and defense activities of the Company. In

(more)

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1957, he was appointed Vice President and General Manager of Sandia Corporation and assumed the presidency September 1, 1960.

He was born in Hazleton, Pennsylvania, and attended Lehigh University in Bethlehem, Pennsylvania, where he received his degree in Electrical Engineering in 1926.

In his community activities, Mr. Schwartz is a member of the Albuquerque United Community Fund Advisory Committee (1965), and a member of the Board of Directors of the Albuquerque United Community Fund. He is also a Member of Rotary.

Mr. and Mrs. Schwartz and their two children reside at 903 Martingale Lane, S.E., Albuquerque.

ROBERT MACKENZIE UNDERHILL

Robert Mackenzie Underhill was born in San Francisco on May 4, 1893, and received his B.S. degree from the University of California at Berkeley in 1915. Mr. Underhill had been an accountant in the U.S. School for Military Aeronautics, Berkeley, in 1918 when he joined the administrative staff of the University of California.

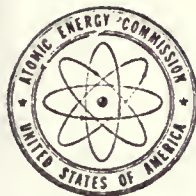
He held increasingly important positions at the University. He started as an accountant, was named Assistant Controller in 1922, was secretary-treasurer of the Board of Regents from 1930-1963 and was appointed Vice President of the University in 1959, a position which he held until his retirement in 1965.

Mr. Underhill was a Director of the Pacific Intermountain Express Company and the Pacific Improvement Company, both of San Francisco. He was a member of ad hoc committees for the U.S. Army and Department of Defense from 1946-1962, and for the Atomic Energy Commission in 1963. He also was a trustee of Newhouse Foundation from 1950-1963. He is a trustee of the Nieder Foundation and President of the Land Development and Investment Company, both in San Francisco. He belongs to the University of California Faculty Club in Berkeley and the Rancheros Visitadores Club in Santa Barbara.

He married the former Grace Partridge on June 8, 1918. The couple, who have two married daughters, live at 2940 Forest Avenue, Berkeley, California.

October 27, 1966

UNITED STATES
ATOMIC ENERGY COMMISSION
WASHINGTON, D.C. 20545



THE U.S. ATOMIC ENERGY COMMISSION CITATION

AUTHORITY

On April 11, 1962, the Atomic Energy Commission established a special award in the form of a citation to recognize and acknowledge noteworthy performance and extended service by outstanding executive management employees of its contractors. The citation, usually presented upon the employee's retirement or completion of his assignment to AEC work, consists of a parchment scroll signed by the Chairman and members of the Atomic Energy Commission. The AEC Citation is granted for outstanding participation in, or meritorious contributions (not necessarily scientific) to, the mission of the Atomic Energy Commission by non-AEC personnel, including members of the military services.

RECIPIENTS OF THE AEC CITATION

Casper W. Ooms, prominent Chicago patent attorney, 1960.

Dr. Warren C. Johnson, Vice President of the University of Chicago and former Chairman of the General Advisory Committee of the AEC, 1961.

Dr. Eric R. Jette, former leader of the Chemistry and Metallurgy Division, Los Alamos Scientific Laboratory, Los Alamos, New Mexico, 1963.

Dr. Richard L. Doan, at the time of his retirement as Manager, Atomic Energy Division, Phillips Petroleum Company, National Reactor Testing Station, Idaho Falls, Idaho, 1963.

Dr. Shields Warren, a leading authority on atomic radiation and Scientific Director of the New England Deaconess Hospital's Cancer Research Institute, Boston, 1963.

RECIPIENTS OF THE AEC CITATION

(Continued)

Dr. Robert S. Stone, one of the Nation's foremost authorities on biomedical aspects of atomic energy and Director of the Radiological Laboratory, University of California School of Medicine, San Francisco, 1964.

Hood Worthington, former Director, Technical Division, Atomic Energy Division, E. I. du Pont de Nemours and Company, AEC's Savannah River Plant, Aiken, South Carolina, 1964.

Clark E. Center, Manager of Production and former General Manager of Union Carbide Corporation's AEC operations, Oak Ridge, Tennessee, 1964.

Dr. Marshall H. Brucer, distinguished nuclear physician and research specialist, and former Chairman of the Medical Division of the Oak Ridge Institute of Nuclear Studies, Oak Ridge, Tennessee, 1965.

Wilfrid E. Johnson, at the time of his retirement, General Manager of General Electric Company's Atomic Products Operation, AEC's Hanford Plant, Richland, Washington, 1965.

Fred E. Gale, Cryogenics Technician, Cambridge Electron Accelerator, Harvard University, Cambridge, Massachusetts, (For Acts of Heroism) 1965.

Wallace B. Reynolds, former Business Manager and Managing Engineer, University of California, Lawrence Radiation Laboratory, Berkeley and Livermore, California, 1965.

Dr. Alexander Hollaender, internationally-known radiobiologist, Director, Biology Division, Oak Ridge National Laboratory, Oak Ridge, Tennessee, 1966.

Siegmund P. Schwartz, at the time of his retirement was President of the Sandia Corporation operating AEC Sandia Laboratories, Albuquerque, New Mexico, and Livermore, California, 1966.

Robert M. Underhill, formerly Vice President, and Secretary and Treasurer of the Board of Regents, University of California, Berkeley, California, 1966.

SUGGESTED QUESTIONS FOR A FIRST INTERVIEW WITH ROBERT UNDERHILL:

Student Affairs, 1911-15

1. In your freshman year you did not belong to a fraternity or a house club. How did you live? How did you support yourself?
2. In your sophomore year you joined a house club (Abracadabra). What were the differences between house clubs and fraternities? What were their standings in student and faculty eyes? In 1915 a bill for the abolition of fraternities appeared in the state legislature. What was the campus reaction?
3. What were the circumstances leading to the appointment of a graduate manager of the A.S.U.C.?
4. How well did the Student's Cooperative Society serve the students? In 1911, there was much controversy over this question. When and how did the A.S.U.C. take over the store?
5. What were the circumstances of the general A.S.U.C. reorganization in 1914?
6. In 1915, the cadets made the national war department's honor list for the third successive time. What was the corps like? Were there cavalry? What was student feeling about military training?
7. In your student days an honor spirit (where organized efforts were made to promote a spirit of honor and prevent cheating) as opposed to an honor code (where students were required to report cheating), was in effect. How much concern did students give the honor spirit? How effective was it?
8. The student paper reported many problems with students in regard to library rules and book-stealing. What were student library privileges? Was there much inconvenience and confusion in the system?
9. Can you remember aspects of traditional events, such as your freshman rally, the Pajamarino rally, the Freshie Glee, the President's reception for the freshmen, the California-Stanford rivalry, smokers, jolly-ups, football shows?
10. Several new buildings were dedicated during your college life--Doe Library, Agriculture Hall, Senior Women's Hall, the Campanile. What was the effect of this campus expansion on the students?
11. What do you remember of major figures who visited or were associated with the campus? -- Winston Churchill, Phoebe Apperson Hearst, Sousa, Margaret Anglin, Woodrow Wilson.
12. How enthusiastic a tradition was Labor Day, 1912?
13. '15 was called the Exposition Class. What effect did the Exposition have on the University? Did the University participate in the Exposition?

First Robert Underhill Interview

- 2 -

14. Can you remember anything about California Day, the first alumni day, in May, 1915?
15. Can you remember the Tag Days to aid Belgian refugees in 1914? Were students much concerned with national and international affairs?
16. What were the circumstances of the campaign for a student union?
17. What do you remember of Henry Morse Stephens? He was supposed to have been the faculty member closest to the freshmen. Who were other faculty members you remember?
18. President Wheeler opened his office to students between 10:00 and 10:30 every morning. Did many take advantage of this chance to meet him? Did you? Tell me what you remember about him.
19. What do you remember about the students' campaign for Amendment 11 (the bond issue) in 1914?
20. What was the view toward women's increasing rights? The paper indicates some disapproval of Women's Day athletic activities.
21. What were Senior Singing, Senior Control, Senior Moderation, and Senior Example? How successful were they as "unofficial" parts of student government?
22. What do you recall of the controversy over allowing freshmen on varsity teams? Was it very important in Cal-Stanford relations?
23. What was Barrows' term as acting President like? (Fall, 1913, while Wheeler was in Europe.)

SUGGESTED QUESTIONS FOR SECOND INTERVIEW WITH ROBERT UNDERHILL:

Organization of University Business Affairs, 1915-30

1. You had a brief professional association with the University immediately after graduation in 1915. What was your title? What were your duties?
2. To whom did you report as assistant accountant in 1920, Robert Gordon Sproul? Why did the U.S. School of Military Aeronautics have a separate accountant in 1918? How did you happen to fill that job?
3. What do you recall about Ralph Merritt? Did you ever work for him?
4. Did the reorganization of University business affairs begin with Merritt's retirement?
5. What was the division of labor between the Regents and the President in business matters between 1910, say, and 1920?
6. How did that division differ after 1920?
7. What are the different functions of the comptroller and controller?
8. Where was the impetus for reorganization of University business offices? In the office of the Secretary of the Regents? In the office of the President? In the office of the Controller?
9. There are references, occasionally, to attempts by President Barrows to appoint officers in areas that duplicated officers in the office of controller or Regents. How far did he get in these attempts? (Foster refers specifically to attempts to set up an engineer's office in the President's office).
10. Would you please describe your duties as assistant accountant between 1919 and 1922. (We'll save UCLA development for the third interview).
11. What were your duties as assistant comptroller and assistant secretary to the Regents after 1927?
12. Did you have much contact with the Regents during these years? Which ones? Can you describe some of these Regents, their interests, their dedication to the University? For your reference, these men were Regents between 1915 and 1927:

Alden Anderson
 David P. Barrows
 P. E. Bowles
 John A. Britton
 William W. Campbell
 George I. Cochran
 Robert A. Condee

Wigginton E. Creed
 William H. Crocker
 Edward A. Dickson
 Guy C. Earl
 Jonathan M. Eshleman
 Buron Fitts
 Mortimer Fleishhacker

Second Robert Underhill Interview

- 2 -

Warren Gregory
 J. O. Hayes
 John R. Haynes
 Mrs. Phoebe A. Hearst
 I. W. Hellman
 Arthur H. Hewitt
 Edgar C. Levey
 Garret W. McEnerney
 James W. McKinley
 Byron Mauzy
 Frank F. Merriam
 Charles W. Merrill
 Ralph B. Merritt
 Clinton E. Miller

James Mills
 James K. Moffitt
 Jonathan M. Perry
 Charles A. Rasmussen
 Friend W. Richardson
 George C. Roeding
 Chester H. Rowell
 Mrs. Margaret Sarteri
 William D. Stephens
 Rudolph J. Taussig
 Benjamin Ide Wheeler
 Charles S. Wheeler
 Will C. Wood
 Henry W. Wright
 C. C. Young

13. Tell me what you remember about President Barrows and President Campbell.
14. Tell me what you remember about Luther Nichols, Olaf Lundberg, Victor Henderson.
15. The University dealt to some extent in real estate and other businesses during the years prior to 1930. What was the character of such enterprises? The Bear Gulch Water Company comes to mind as one.
16. What was the role of the Regents' Finance Committee in University business affairs before 1930?

*3rd Letter
June 27, 1966*

SUGGESTED QUESTIONS FOR ROBERT UNDERHILL ON UCLA

1. What were the duties of your position as assistant comptroller at UCLA in 1922? Did you in any way change or expand your work as assistant comptroller?
2. Your association with Sproul began early. Did you know him before he hired you as student cashier in 1914? Did you know him well before your appointment as assistant comptroller? Was he responsible for this appointment? Did the fact that you and Sproul had worked together over a number of years have any effect on your powers at UCLA to represent him?
3. Who was Dimpleby--your assistant? You mention him in your correspondence to Sproul as being very effective. What role did he play in University development in the south?
4. In your correspondence to Sproul you mentioned complaints about the advertising concerning the Los Angeles Medical Department and that you had had the bulletins and the advertising changed to avoid further confusion. What was the situation there?
5. Dr. Ernest C. Moore, president of the L.A. State Normal School, and trustees Richard Melrose, George I. Cochran Edwin T. Earl (Guy?), Arthur Letts, Sr., and Mrs. Arthur Heineman supported a merger between the Normal School and the University. Could you tell us anything about them and the role they played in effecting the merger?
6. Regent Edward A. Dickson, the sole Southern California Regent, recommended the merger. Who else was in favor of it on the Board? The committee appointed to investigate the advisability of a merger was comprised of Regents Dickson, Rudolph Taussig and Chester H. Rowell, They recommended the establishment of a Teachers' College and the first two years of University work at Los Angeles and their recommendation was accepted by the Regents. Do you know of any

PAGE 2

- controversy surrounding this issue, or was feeling unanimously in favor of it?
7. The Legislature passed Assembly Bill No. 626 on January 23, 1919, effective July 24, 1919, which transferred the Normal School property to U.C. Was there any controversy over this in the Legislature?
 8. In 1923 the Regents decided to add a third year to L&S at the Southern Branch. A fourth year was added in 1924, with the A.B. degree. Was it the Regents' intention from the start to make the Southern Branch a four year college? Did they foresee it would become a full branch of the University at that time?
 9. On the request of President Campbell, the Regents affirmed that it was not their intention to give graduate instruction at the Southern Branch. Why did Campbell not desire the Southern Branch to expand in this direction?
 10. In 1924, there were about 2,600 L&S students, 2,400 Teachers' College students, and 600 school children on the Southern Branch campus. Were they--the overcrowding--the main reason that led to the consideration of a new campus, or did someone foresee expansion of the Southern Branch into a full University?
 11. As a temporary measure to relieve overcrowding before a new campus could be established, the L.A. Board of Education was supposed to provide other facilities for the schoolchildren. Did you as assistant comptroller handle the arrangements here?
 12. Campbell in 1924 thought that the two divisions (the Teachers' College and L&S) of the Southern Branch should be separated, the Teachers' College under the direction of the State Dept. of Education, and L&S on a new campus. Could you elaborate on Campbell's position and the reasons for it? Did he stand alone as a force toward this separation? Dickson and the Southern Regents were against separation. Why? The general sentiment of the Regents' Executive Committee was for separation. Who was on each side?

13. Around 1920 Dr. Moore had suggested Pasadena as a site for the new campus, perhaps enabling a connection with C.I.T. Later, a conference of Moore, Dickson, Robert Millikin (president of C.I.T.), and Harry Chandler concurred that Pasadena would be a good site. What prevented them from carrying out this idea?
14. Who were the members of the Regents' Committee on the Southern Branch of U.C.? Why were they selected? What did they do?
15. A Committee of Seventeen citizens was chosen to select a site. They were: H. W. O'Melveny, chm., Joseph F. Sartori, Harry Chandler, James R. Martin, W. E. Dunn, H. M. Robinson, Irwin J. Muma, M. Elsasser, Guy C. Earl, Jr., William M. Garland, Charles F. Stern, W. L. Valentine, Clinton E. Miller, E. D. Lyman, Maynard McFie, Henry S. McKee, and Walter K. Tuller. Who were these men and why were they chosen?
16. Campbell recommended the Letts property as a site. Was he the major force in the planning of this southern expansion?
17. At a Regents' meeting on March 14, 1925, eight voted for Westwood as a site, eight for Pasadena, and eight votes were scattered. Who were on each side and why? Didn't Dickson, Sartori, Haynes, and Cochran recommend Westwood? And weren't they the Southern Regents? Is there any connection in these two facts?
18. The final five sites recommended by the committee of 17 were Burbank, Fullerton, Pasadena, Palos Verdes, and Westwood. What were the merits of each? Why was Westwood finally chosen? (Especially when three of the other four sites were offered free, weren't they?)
19. Campbell approved Merrill's recommendation that certain citriculture and sub-tropical horticulture courses be transferred to Riverside instead of to L.A. (from Berkeley). Campbell did not want a second college of agriculture in California. Why?

20. A southern California group, backed by farming interests, campaigned to get an agricultural college for the Southern Branch. Who were they? How much influence did they have in the Legislature?
21. Southern California agriculturalists tried to block appropriations for buildings on the new Westwood site because the Regents had not chosen a site large enough for future agricultural work. They were supported in the legislature by Senator Hollister. Were these agriculturalists the same as the Southern Branch Site Committee? Upon pressure from the Senate Committee on Universities and Teachers' Colleges, the Regents ~~agreed~~ agreed to get 200 more acres for possible agricultural expansion. What was the story behind all this, since Campbell and the Regents had already made it clear they did not intend to establish another agricultural college?
22. Dr. Harold and Edwin Janss agreed, after the selection of the Westwood site, to discontinue further developments on the adjacent properties until such time as the engineers representing the University, in conjunction with their own engineers, might agree upon a plan of landscaping that would be satisfactory to both the University and the Janss Investment Company. What developments came out of this agreement?
23. Who was Alphonso E. Bell, who gave land to the amount of \$250,000? What was his interest in the University?
24. It is said Letts purchased the Wolfskill Ranch with the thought that some day a part of this land could be used for a U.C. site. The Janss Investment Co. represented his estate. Had Letts provided for U.C. in his will, or was it the Janss' decision to offer part of his estate for University purchase? Who was Letts and what was his interest in the University?

6. Who was Dr. Charles H. Scott, who acted as representative of the proponents of the Westwood Site, and was supposed to have been vitally connected with the educational life of Southern California for a number of years?
5. Sproul is cited for ~~his~~ having given much valuable assistance to the Committee in charge of choosing an L.A. site. What role did he play? What role did you play?
7. Helen Matthewson Laughlin, dean of women at the Southern Branch, helped much in the bond campaigns. What was her role?
3. The Westwood site was accepted by the R~~E~~gents on condition it be given to them free. James R. Martin, secretary of the committee of 17, managed the fund raising. Was fund raising completely out of University hands, or did you play a part in it?
9. Proposition No. 2 on the .A. ballot in the primary election, May 5, 1925 asked: "Shall the City of Los Angeles incur a bonded debt of seven hundred thousand dollars (\$700,000) for the purpose of acquiring certain real property within its corporate limits, to be donated and granted to the R~~egent~~ Regents of the University of California, as a public trust of the state of California, as a site upon which said Regents may erect University buildings or maintain grounds in connection therewith?" The bond issue passed, but wasn't there some legal problem about the city being allowed to donate ~~land~~ land to the University that had to be taken up in the L~~e~~gislature?
30. What interest did the students show in the selection of the site and the bond campaigns? Were they ~~an~~ mainly for the Westwood site?
31. What were some of the interesting aspects of the bond campaigns in L.A., Santa MOnica, Venice, and Beverly Hills? Wasn't the city of L.A. decorated with blue and gold for weeks before the election? Do you remember anything about public reception to the movie, "College Days," which was made to publicize the bonds, and the radio programs with student speakers in support of the bonds?

32. Santa Monica campaigned for \$120,000 in bonds, Venice for \$50,000. Wasn't there a lot of trouble in Beverly Hills for \$100,000 because they felt they were asked too much? Do you remember anything about the Venice campaign in which there was the difficulty of there being \$1,135,000 in local bonds on the same ballot?
33. After the bond campaigns were over, there was still a deficit of \$100,000 in the money needed to buy the land for the Regents. This was made up by the L.A. County Board of Supervisors, wasn't it? What is the story behind that?
34. Do you remember any discussion about the naming of the Southern Branch at its new site?

SUGGESTED QUESTIONS: Fourth interview with Robert Underhill, July 11, 1966

1. How was the sale of the Vermont campus accomplished? What was your role in that development?
2. What was the status of the Scripps Institution of Oceanography when you first became responsible for its business affairs?
3. What was the routine for processing business affairs of Scripps, Riverside, etc., through your Los Angeles office?
4. What was the status of the Riverside campus when you assumed your Los Angeles duties?
5. What were the significant developments at Riverside and Scripps during your tour of southern California duty?
6. What was the significance of the problem of constructing bungalows on the Vermont campus? How was Los Angeles Department of Education involved?
7. Can you retell the story about the use of the campus for scenery by motion picture companies? How were the loan funds used?
8. What was the Proposition #10 campaign? What did it set out to accomplish? Was it successful?
9. Just for the record, what were the main sources of University funds in 1930?
10. Was there any significant federal government support of University research at that time?
11. What was the source of funds that went into University investments prior to 1930?
12. How did the University acquire miscellaneous real estate (i.e., at Redlands, Santa Clara, Santa Cruz, etc)?
13. How did the University acquire Bear Gulch Water Company? What was your role in this company? When was it disbanded? Why?
14. What was the general character of University investments when you became treasurer of the Regents in 1933?
15. Under what special understanding with the Regents did you accept your position as treasurer of the Regents in 1933?
16. Why did the Regents decide to hire a treasurer?
17. Under what authority did you recommend wholesale amendment of the Regents' By-Laws in 1930 and 1933? What form did those amendments take?
18. Were the extensive amendments in the By-Laws in 1933 designed to pave the way for a new investment policy? How?

19. Was the endowment pool your idea? How did it work?
20. Are endowment funds the only funds so invested?
21. What changes in general investment policies of the University did you make as treasurer?
22. As secretary of the Regents, what was your relationship to the President of the University? What matters could you initiate with the Board?
23. When you became treasurer of the Regents did you have more authority in initiating programs with the Board?
24. Was there any Regental opposition to the creation of an office of the treasurer as an employee of the University?
25. As Secretary of the Board and Treasurer, what were your relationships with the faculty of the University?
26. Please describe the role of the Finance Committee as you knew it after becoming secretary and treasurer?
27. Did the Finance Committee ever give consideration to non-financial matters?
28. Has any group or committee of the Regents been closer to the President than others? Is there any committee he can call upon to discuss an important development or opportunity?
29. Did the secretary of the Regents work with such groups?
30. Was there a "north-south" division of the Regents when you first became secretary? Has there been one since?
31. What role does the political affiliation of a Regent play?
32. In the 1930's Merritt was publicly aroused to criticize the appointment of some new Regents. Why?
33. He recommended some criteria for the appointment of Regents. Do you recall what they were?

SUGGESTED QUESTIONS: Fifth interview with Robert Underhill, July 18, 1966

1. Who was responsible for government contract negotiations for the University between World War I and World War II?
2. To what extent was the University involved in government contracts during this period?
3. What was the University Defense Council? What was your role in it?
4. What was the University War Council? What was your role in it?
5. Who were members of these committees? How and when did they develop? Were you a member of both of them? What was their purpose?
6. When did you first become aware of the Los Alamos project?
7. Who initiated negotiations -- the University or the government -- on atomic energy projects?
8. Had the Federal government supported our atomic energy research prior to Los Alamos? To what extent?
9. What role did Oppenheimer play in getting the University involved in Federal research during World War II? Were there any other people at the University who played a leading role in this endeavor?
10. How soon did you become aware that the University was involved in the development of an Atomic Bomb?
11. You have been called a "harness expert" in keeping UC and LASL "hitched." Was there a time when this relationship seemed to be weakening?
12. Have you negotiated every LASL contract with the University? Have there been any significant changes in the character of these contracts over the years?
13. What role did you play in the expansion of the Radiation Laboratories at Berkeley and Livermore?
14. What has been the effect of Federal contracts on the general financial condition of the University?
15. Have there ever been times when you felt the best interests of the University would be served by improved Federal contract policies?
16. Has the participation of the Federal government in University research support significantly altered the character of the University? If so, in what ways?
17. What are some of the non-defense Federal contracts you have been associated with?

SUGGESTED QUESTIONS FOR INTERVIEW WITH ROBERT UNDERHILL

1. You negotiated the contract under which the first atomic bomb was developed by Los Alamos Scientific Laboratory. When did this take place? How did the University get this contract? What part did Oppenheimer play in arranging the contract? Did you or the University know or suspect this contract was to develop an atomic bomb? Was there any controversy about signing the contract? Who were the University members involved in working under the contract? What was the University reaction, especially that of those working on the project, when the first atomic bomb was used?
2. What kind of contracts did the University have with the federal government between World Wars I and II?
3. You were executive vice-chairman of the University Defense Council and the University War Council. Who constituted these committees? How and when did they develop? What was their purpose? What did they accomplish? What was the difference between the two committees?
4. Have you negotiated every LASL contract with the University? What was the nature of the LASL contracts following the first?~~ix~~ What University personnel have been used in these contracts? Are there any contracts with LASL at present?
5. You have been called a "harness expert" in keeping U.C. and LASL "hitched." Does this mean that there were times when either U.C. or LASL seemed likely to end their relationship?
6. What was your association with the Manhattan Engineer District and the AEC?

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December 12, 1967


Mrs. Willa Baum, Head
Regional Oral History Office
Room 486 The Bancroft Library
University of California
Berkeley, California 94720

Dear Mrs. Baum:

I have enclosed the transcript of the last interview I had in connection with my part of the oral history. This covers things that Mr. Stadtman did not know about originally, and which you and he thought ought to be added. I am sure you will have to cut this transcript apart and attach it to appropriate chapters in the rest of the book. If, after examining it, you believe some material should be eliminated, please feel free to do so. The matter is now entirely in your hands, and the Oral History Office will soon be relieved of the Underhill tome.

Best wishes.

Yours very truly,


Robert M. Underhill

Enclosure



