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Early Life

Jarrell: To start, where and when were you born?

Hyde: I was born in Watsonville Hospital, in Watsonville, California, on Third Street downtown, on May 5, 1923.

Jarrell: Tell me something about your origins, your family, your mother and father.

Hyde: I really am fortunate that all my forebears came to live in the Santa Cruz area in the 19th century. I am the product of that. What I'd like to do is to talk about how these all influenced me, but also eventually influenced a part of the University of California here. They arrived here before California was a state and Santa Cruz was a county. My Bennett and Anthony forebears arrived and settled here in 1848, and were among the first twenty or so American families to live in the area. Niobe Bennett, my great-grandmother, left Illinois with her family and siblings by covered wagon, walking from Missouri, and she lived into my father's era. Those trail hardships that she had influenced the family all the way down.

Jarrell: What year did they leave Illinois?

Hyde: 1847. In 1850, her father, Silas Bennett, and fellow pioneer Adna Hecox in Santa Cruz donated seven acres of downtown Santa Cruz, it's on the heights area, for a Methodist Church school and cemetery. Another great-grandfather, Charles Volney Anthony, arrived from Fort Wayne, Indiana, via the Isthmus [of Panama] in 1851, to join his uncle, Elihu Anthony, who had arrived here in 1848, and he became perhaps the first full-time schoolteacher in Santa Cruz. He returned east to become a Methodist minister, and came back and was deeply involved in a lot of California history throughout the area, but was based here for many, many years. My grandfather, Henry Alton Hyde, arrived in Berkeley from Maine in the 1870s as a child. He lived two blocks from the Berkeley campus. The site is now on Channing Way, where the high-rise dorms are. He came later to Santa Cruz County to join his uncle, Calvin Hyde, who had settled in Soquel in the 1850s. And he married Charles Volney Anthony, and Niobe's daughter,

Bertha. They established their first home on King Street, just south of Bay Street, below the UC Santa Cruz campus.

Jarrell: This is so fascinating, because I have always associated your family mostly with south county.

Hyde: That was before we moved to south county.

Jarrell: So you have these predecessors in Santa Cruz and Berkeley.

Hyde: Yes, in the direct area here. Henry Alton Hyde moved to Watsonville, and became a pioneer nurseryman and horticulturist.

Jarrell: And there was the Hyde Nursery.

Hyde: Yes.

Jarrell: And where was that located?

Hyde: Henry Alton was originally a millwright and worked for the Loma Prieta Lumber Company. The Loma Prieta Lumber Company established a shook plant to make box parts in Santa Cruz, and so he was working here. When they re-established the plant in Watsonville in the early 1890s, he moved there. He had a large acreage and home, and on the back of his acreage he started growing things. Pretty soon the avocation and hobby through his green thumb became his major activity. So he was better known as a nurseryman than for his craftsmanship and his carpentry skills.

Jarrell: I've never heard that word, shook.

Hyde: They are the little thin parts of wooden boxes that are bound and tacked together. In those days vegetables or fruit were packed in them, long before cardboard became our method of packing. Because of that background, he was deeply involved later in Big Basin and the formation of that park.

So much for the Hydes. I will talk about my father a little later.

My Bliss forebearers arrived in Santa Cruz just after the Civil War. George Hyde Bliss, who was my great-grandfather, constructed Ocean Villa on the south side of the San Lorenzo River, on the bluff overlooking what is now the beach and boardwalk. His brother, Moses Bliss, built just below UC Santa Cruz here, on Highland. Moses's house is still there. My grandmother would row across the San Lorenzo River to go to school. One of her childhood friends was Maria Willey, the daughter of Reverend Samuel Willey, who lived on Mission Street. And Samuel Willey was one of the founders of the College of California in Oakland, which became the University of California in 1868.

My Treat forebearers were involved in the clipper ship trade from New England to California, and my grandfather, Fred Kilburn, took one trip, got violently seasick is the family story, and crossed the Isthmus to join his uncle, who lived in San Francisco, and had a farm and a racetrack near the present "Hospital Curve" in San Francisco. George Treat had a built-in University of California tie, at that time because his daughter, May Treat, was going to Berkeley, one of the first women to do so. That would have been about 1872. And she and her later husband were involved with the Cowell family of Santa Cruz, because Samuel Cowell was at Berkeley. And the family story was how May's husband, Alexander Morrison, involved Ernest in the first money for the Cowell Health Center, which became a trademark of Cowell support for the University of California.

The common threads of this family history are these: all these branches had arrived in New England from England in the 17th century, seeking a new life and religious freedom. The Treat branch descends from Stephen Hopkins, a merchant planter who arrived on the Mayflower. They all participated in settling and continually moving on in our nation and were active in various colonial militias and town management. The Blisses moved from Western Massachusetts to Illinois, the Anthonys to Upper New York state and Indiana. The Hydes, Kilburns, and Treats went to Maine before coming to California. Almost all these various people had embraced the Methodist Protestant Christian faith, a self-reliant faith of individual commitment and social justice, which

valued education and was compatible with the American frontier. They were ardent abolitionists. There's also a common thread of education. Education institutionalized as our nation developed from its English colonial roots. The Bliss family was involved in founding Wilbraham Wesleyan Academy in Western Massachusetts. George Bliss, who came to Santa Cruz, graduated from Wesleyan University, Connecticut, in 1842, and was an original sponsor of Northwestern University at Evanston, Illinois, while his wife, Mary, had been a classmate of Emily Dickinson's at Mount Holyoke female seminary in the class of 1850. These were not complacent Victorian women. The Anthonys always prided in their distant cousin, Susan B., and encouraged her in her suffrage work. And the Treat daughters, May, who has been mentioned before, and her sister Sarah, who was in the class of 1885 at Berkeley, were instrumental in founding the American Association of University Women.

Jarrell: What an incredible number of strands. The abolitionists. The suffragists, or early champions of women's rights. Social justice.

Hyde: And in this small territory of California, these people all obviously knew each other. In politics, all of them believed in active participation. Most were Republicans, although cousin Jennie F. Bliss, married the cashier of County Bank, William [T.] Jeter, who became a Democratic legislator from this area, and lieutenant governor of California. As a child I can remember visiting my mother and grandmother, where they were precinct workers for the county clerk in Watsonville in the 1928 election of Herbert Hoover over Al Smith, and being explained some of the issues. My grandmother also insisted I meet and know many veterans of the Grand Army of the Republic. One veteran in particular told me when he was shaking hands with me, with pride, how he had personally shaken hands with President Lincoln.

My father, Harold Anthony Hyde, Sr. was born in Santa Cruz in 1893. He graduated from Watsonville High School in the class of 1912. He was eldest of five children, and he was the first in the Hyde family to go on to higher education. He enrolled in UC Berkeley, where he made a brilliant record as a history major. He was elected to Phi Beta Kappa in his junior year. He was an active debater. He was elected to the Golden Bear

Honor Society and lost a close election to become senior class president. He was a commencement speaker for the class of 1917. He left in May of 1917, as the U.S. declared war against Germany, and enlisted with 35 of his fellow classmates in what became U.S. Army ambulance section 586. He became the first sergeant. They went to France, some of the first troops to arrive, assembled ambulances and drove to Verdun, where they were assigned to the French army, and participated in evacuating French soldiers from the trenches as they were wounded. It was terrible work. He participated in five campaigns. The French division they were assigned to was decimated in the second Battle of the Marne**.** The section later supported the United States Second Infantry Division and the Thirty Sixth Infantry Division in the Champagne area. He was commissioned a first lieutenant after the armistice, and given his own command of a section, which he took to Mainz, Germany, as part of the French army of occupation. He came back in 1919, joined his father in the nursery business, and married his childhood sweetheart, Fern Kilburn, who became my mother.

My mother was born in Watsonville in 1894. Her father, Fred Kilburn, by this time was president of the Charles Ford Company, the pioneer Watsonville mercantile company. She grew up on Rodriguez Street directly behind the store, the youngest of the children. Her older brother, Carl, became a Watsonville dentist. She graduated from Watsonville High School, and attended San Jose State Normal School, and also UC Berkeley. She became one of the first kindergarten teachers in Watsonville.

As you see, I'm part of a large, extended family. When I was three, my world crashed because my father and mother, grandmother and I were involved in an auto accident, where my father was killed. My mother went back to teach kindergarten, and became my first kindergarten teacher in Minnie White School, in Watsonville. In 1930 my mother and grandmother and I moved to Berkeley for a change of scenery and to be close to other supportive relatives. My grandmother lived south of the campus in an apartment and my mother and I moved just north of the Berkeley campus.

Jarrell: So you're an only child?

Berkeley, California

Hyde: An only child and my mother would never remarry. These were happy days for me. I was challenged in the Berkeley schools. Many of my classes were a control group for a UC educational research project, where students from elementary schools were followed through the junior high and high school. The class ahead of me was the one they were really looking at, but we were the control group. So many times we would be asked to the life sciences building, where we had physical tests and other kinds of multiple choice tests and things. It was one of the early longitudinal studies. Many of the other children at Hillside School had parents with interesting jobs, and Berkeley ties, and so I got a little insight into the world of academia through that. One child, John Sproul invited several of us to play at his home, where we had a grand time sliding down the bannisters. This was the official residence of his father, UC President, Robert Gordon Sproul. Other youngsters had children's-eye visions of their parents' research—measuring apple trees on vacation, or complicated psychological tests. Others were measuring forests or working on mathematical problems. One father was professor Haakon Chevalier**,** who later attempted to gain atomic secrets to pass to the Soviets. Another father was Adalbert Wolff, a German immigrant who had arrived about 1910. As I knew him as a child, he always had tales of ranching cowboy life, and some thirty years later I had the pleasure of showing him around the UCSC campus and the cookhouse, where he had worked some thirty years before.[1]

My next-door neighbor, classmate, and best friend was Robert Birge, whose father was Raymond [T.] Birge, chairman of the physics department at Berkeley. By being included on physics department picnics, which were held in Codormices Park in North Berkeley, I had a chance to meet most of the famous physicists of that era, including Harvey [E.] White, [J.] Robert Oppenheimer, the brothers Ernest and John Lawrence, Luis [W.] Alvarez, and Ralph Minor. A child's eye view, which later had immense applications to my own military life.

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1. Calciano, Elizabeth. *Adalbert Woff: The Cowell Ranch, 1915* (Regional History Project, University Library, UC Santa Cruz, 1972).

In junior high my friend Bob Birge and I, and sometimes our friend Boyd Weeks, would stop by the physics department after school, and go see the glassblower in the basement, who built lab equipment. He would show us how that worked. And then we'd go out back to a small laboratory where some of these physicists were working with a large cloud chamber and electrical equipment. They let us take some of the scrap wire so that we could make electromagnets for our electric trains, which we would combine together. This was the first radiation laboratory in the back of the physics department, and the Lawrence brothers were there working, along with others. To think that small children could be wandering around in this kind of a situation is interesting, to say the least, in today's world of large science.

Jarrell: It sounds like UC Berkeley and the physics department was your playground.

Hyde: It was. And we were there on our bicycles and so on. Other Berkeley ties. Berkeley tragedy. There was a Cedar Street explosion of a home and a lot of the kids from the nearby playground were there. My mother had taken the neighborhood kids, so we were back, but I was about twenty feet from where a flying brick killed Stephen Pepper, Jr., the son of Professor Stephen C. Pepper, who later was one of our initial faculty here at UC Santa Cruz. And the Clark sisters were also involved in that. They were the sisters of Donald T. Clark, the founding librarian of UC Santa Cruz.

The Depression hit my mother and me hard. There was an immediate bank holiday. I remember that. We only had small cash at home and Grandfather Hyde sent some bills by registered mail up so that we could get some grocery money. But there was no dividend from the family store. We had to downsize. So what do we do? We leased out the house, sold the car, moved into a small apartment, first with a woman who needed income, so she leased out rooms near the campus, then into apartments. I had a wagon and we'd go get groceries with that and bring them back. This lasted about three years. Things were tough. The University families were always discussing pay cuts which were going on. Some of my own personal, organizational penny-pinching reflects this time in my own background.

Jarrell: And during this time your mother continued teaching?

Hyde: No, she didn't. She did various business things. Some sidelights. I first became aware of refugees in the 1930s when Professor Carl Landauer escaping Hitler arrived with his family. The Landauer and the Mohr children all enrolled in school with us, and we heard these stories about Germany. The kids all had little short pants and little briefcases, while all the rest of us had binders that held books and papers. We realized that there were some major changes somewhere else in the world, which interplayed with our secure life there in Berkeley. There I first met Walter Landauer, who for the last thirty years or so has been my own personal financial investment advisor, and I am most grateful to Walter.

At age nine I joined the Cub Scouts and then later the Boy Scouts, and that was an outstanding experience, as I advanced to become an Eagle Scout. The troop was interesting. There was a businessman from San Francisco, the head of the carpenter's union, a professor of agriculture, and a navy lieutenant commander, who was posted to start up a Naval ROTC program at Berkeley. The commander's name was Chester W. Nimitz, later to become a five star admiral. Our scout troop had a High Sierra troop camp at Lake of the Woods, a primitive area in the high country above Echo Lake in the Lake Tahoe area. And hiking, preservation history, merit badges, while camping out . . . all of these things . . . skiing, I started skiing at Badger Pass in 1935, which became a lifetime hobby. I missed it twice, once with Patton, and once in the Philippines, but other than that I've been skiing every year since.

Jarrell: Just to interrupt, it sounds as if you had some wonderful male figures in your boyhood . . .

Hyde: Yes. My mother was obviously a major factor in this, but she also let me go up to see and find out how other larger families were, what they were all about. It was an absolutely great time.

I went to Claremont Junior High in Oakland. The reason for going to Oakland schools was that there had been an earthquake in Long Beach in 1935, that was at 5 o'clock in the afternoon. There was little human damage or injuries, but the schools there were shown to be very earthquake prone, and they started looking at the Berkeley schools. Hillside School was made out of hollow tile, and that would have gone right away. So many of the Berkeley schools closed. We went on double sessions at University Elementary School. So it was easy to go to the Oakland schools, particularly when the same University people were observing students. That was where the control class had gone. Then from there I went on to University High School in Oakland. The principals of both Claremont and University High also had appointments in the education department at Cal Berkeley. And while the East Bay was pretty much an all-white, Anglo operation at this time, in high school we found the sons and daughters of various Pullman porters, who were living in Oakland. That was my first experience with people in that way who were different from me other than my Japanese friends in Watsonville.

Looking ahead, in Berkeley schools, there were three fellows who went on together from Berkeley to the Harvard Business School, whom I knew about. One was named Charles Anderson, of my scout troop, the older brother of one of my scout friends. The second one was Donald T. Clark, and the third one was Robert S. McNamara. So I learned about the Harvard Business School. Vacations during the Depression era were fun. My mother and I went with the Sturgis family. My father's friend, Eugene Sturgis, was later city attorney of Oakland. My mother's sister had a beach cabin in Southern California, so we went with the Sturgis family and piled everything in their car. Gene Sturgis drove with their Irish wolfhound dog on the running board and everybody piled into the back of the car. We went to Manhattan Beach that year. The next year we went together to Berkeley camp on the Tuolumne River in the High Sierra and visited Yosemite. I also had times with the Birge family. In 1935, as I had sinusitis in the foggy East Bay weather, I went to my grandfather's sister and her family, the Hunewills, who had homesteaded in the Bridgeport Valley in California's High Sierra. They had a large ranch there.

I had summer jobs with my grandfather. I helped make floral things for the flower shop. I did endless weeding of begonia beds at ten cents an hour, later twenty-five cents an hour, when I was in high school, which probably more or less permanently destroyed my green thumb. Social activities included ice skating at Berkeley Iceland and Mrs. Wolff's social dancing class. Mrs. Wilder was the instructor, and we learned all the things we were supposed to, and then attended the Piedmont assemblies.

I had a successful high school graduation in January of 1941 and spent the spring working on another cousin's ranch in the Sonoma Valley. Foretelling some of the future. Burt Cochrane, the head of the family there, was a captain in the army reserve. He was recalled to active duty and assigned to army air corps bomb squadron administration. He was the first person I knew to be called up preceding World War II.

Jarrell: If we could just back up, where did you graduate from high school?

Hyde: University High School in Oakland, California.

Jarrell: What a time to graduate from high school, 1941.

Hyde: Yes. I spent most of the rest of the summer backpacking in the High Sierra with my Boy Scout friends. I enrolled in UC Berkeley, the only place I applied. Fees were $27.50. I was excited and curious. Professor Robert Stone was my advisor. I started taking letters and science requirements, and getting those out of the way. I joined Sigma Phi fraternity where I had a happy experience, and made good friends. I went out for freshman crew. I did well on the midterms and when I was studying for my first final, Zoology 10, on Sunday, December 7, 1941, the world changed.

Jarrell: Pearl Harbor.

Hyde: There was a subdued group of us who met at eight the next morning on the basketball courts of Harmon gymnasium to take the exam. My future wife, Perky Horner, was part of that group of five hundred, but I did not know her then. I aced the exam. I then started to load up on units. With the war on, I knew at age eighteen I would

be needed for war service. I declared an economics major and I took courses in a wide range of humanities and social sciences. I made many friends and studied very hard.

In October, 1942 I enlisted as a private in the U.S. Army enlisted reserve corps, assigned to the coast artillery. I had spent some time in ROTC, and had a general idea of what the coast artillery corps was about. At the time on the Berkeley campus, by the Harmon gymnasium alongside the music department, facing the life science building, was a large World War I coast artillery cannon pointed at the life sciences building. We also had a model 1917 anti-aircraft gun, that had its sights trained on the top of the life sciences building. There was a small-sized model airplane on a wire that could be pulled across the building. One of us would go pull the crank to bring the model airplane across, while the rest of us would take turns aiming the anti-aircraft gun. This seemed like good duty, and going to one of the harbor defense areas at San Francisco or Seattle looked like it was a pretty good situation. I assumed this enlistment would include a commission on graduation.

I'll go back a little bit. As an only child with a widowed mother, I was fortunate with many role models and mentors during this time, many of whom went out of their way to help my mother and me and provide opportunities and by example a profession or volunteer activities. There were many and I remember them fondly. I am listing some of the key ones here for this record that we are doing today. My mother foremost encouraged my interests and provided a loving home, and she was also an astute businessperson. My grandfather, Henry Alton Hyde, was hard-working and had a great vision for agriculture in our county of Santa Cruz. He still holds the record, I believe, as a school trustee in Santa Cruz some thirty-six or more years. H.A. Hyde elementary school in Watsonville is named after him. He organized the forerunner of the Watsonville Band. He organized a symphony orchestra. He was a founder of the Rotary Club of Watsonville, and he was a somewhat impractical dreamer.

Some of the families who had children my age that I was close to became role models in their own way with me. The Raymond Birge family, our next-door neighbors, mentioned earlier. They included me in their family activities. Raymond was a top research scientist

who hired a team who would later build the A-bomb that would save my life. And his wife, Irene, was a wonderful model of a 1930s UC faculty wife. I mentioned the Eugene Sturgis family. They were friends of my parents. Gene was a successful Oakland lawyer, and his wife, Alice, who had revised Colonel Roberts' *Rules of Order*, was an early example to me of a woman combining career and family. The Clair Hayden Bell family. Clair was a friend of my father's and was a professor of German, and his wife Mattie, and their daughter, Barbara. Clair was always open to discussion, and I never took a language class, but Clair always had ideas about what class or activities I ought to do. Another was the Edward Towler family, friends of my mother's. Edward was a former concert violinist who had become an insurance broker. I learned about the Bohemian Club from Edward. And the Bohemian Club since 1964 has provided me with much pleasure and knowledge about arts and science.

Other families. The Farnham [P.] Griffiths family were Berkeley neighbors; Farnham was an admiralty lawyer, had been the first Rhodes scholar from UC Berkeley and later became a UC regent. Being in their home and with their children opened my eyes to a world of arts and letters. His wife Margery was the sister of Carlton E. Morse, author and producer of *One Man's Family*, the most successful early radio serial program, which later became an early successful TV drama. Farnham was a past president of the Bohemian Club and encouraged my later application for membership. I had Boy Scout mentors. Two I'll mention: scoutmaster Clarence W. Whitney, a San Francisco purchasing agent; and Eben B. Ellis, assistant scoutmaster, and head of the carpenter's union, a manual training teacher, who taught me many practical and outdoor skills.

Jarrell: What an array of folks.

Hyde: I was lucky.

Jarrell: Oh yes.

Hyde: A couple of other individuals. Colonel William W. Wertz, coast artillery corps in the United States Army, and associate professor of military science and tactics at UC

Berkeley. He'd been assigned limited service in ROTC at UC Berkeley because of health complications, but he was a wise and experienced mentor leader who encouraged and advised me and my friends who had joined the coast artillery corps. His personal example and informal guides to living have been a profound influence on many of us. Another is William Hansen, a Berkeley graduate, and my mother's investment advisor and broker, who went out of his way to explain the practical aspects of investment and portfolio investment. Although he is not exactly a mentor, he's more of an associate, my association at Berkeley in Sigma Phi fraternity with upperclassman Robert L. Olson gave me another example of someone going off to Harvard Business School. And I met his father, Regent Gus Olson, who was later to play a key role in the founding of UC Santa Cruz. Another one from my summers was Tom Costa, who was my summer boss working in my grandfather's nursery, a man of Portuguese Azores descent, with little formal education. His example as a straw boss over about six of us laborers and kids has been helpful all of my life.

Should I go back to what happened in the war?

World War II

Jarrell: Yes. So you were well into your second year?

Hyde: I finished my second year at UC Berkeley, but I had a fair number of units. Many of my student friends and acquaintances at Cal enlisted in the navy headed for graduation and commissions. Two were Bob Culbertson, my friend now in Watsonville, and Karl [S.] Pister, who was later chancellor here at UC Santa Cruz. The army though had other ideas for us in the coast artillery. On June 17, 1943, 35 of us were ordered to the Presidio of Monterey to become privates and report for basic training at Camp Wallace, Texas, near Galveston. There I started a whole other life. Four months sweating, firing Bofors anti-aircraft guns at targets towed by planes along the Gulf coast. We had four months of basic training there. We ran around the woods in Texas and went through a hurricane and all kinds of interesting things there. Then we came back to Berkeley for one semester in uniform. While there I chaired the military council of the ASUC, which

represented the army, navy, marine, and army air corps meteorologists on campus, so I had a little time back at Cal. But because the army needed so many new and replacement infantry platoon leaders, we were sent to officer candidate school in Fort Benning, where we went to infantry OCS. I was there during D-day time and the landings. In September, 1944, I was one of about 500 new second lieutenants that were commissioned that week. OCS had been a demanding course in weapons, troop leading and physically was most challenging. I gained a new high-risk occupation. Along with about six of my original Cal group. I reported to the 65th Infantry Division, then training in the field in Mississippi, and was assigned as a mortar section leader in an infantry battalion. We were the close support to assault troops, and I reported to First Lieutenant Steve Early, a former University of Virginia undergraduate, who in turn reported to Captain Bob Stirnkorb. These two became my leaders and mentors. Most of our soldiers were draftees from the Upper Midwest. We worked very hard all fall doing battalion maneuvers. We learned how to fire mortars in support of advancing troops. We saw little of the surrounding area, except some areas of sharecropper land with marginal black and white farmers, and we were shocked at what we saw in the segregation in the life of the African-American people in the South.

On December 16, 1944 in Europe, the Nazis struck back in hurricane force. This is now known as the Battle of the Bulge, and the outcome was in doubt for weeks. Our division, although not fully trained, was alerted and on Christmas Day we embarked by train for we knew not where. It was a sad Christmas for all, particularly for the soldiers who had kids. We arrived in Camp Shanks near New York, got our final equipment and spent days marching with full equipment along the snowy back roads of New Jersey. I had one interesting recreational pass while on post. Steve Early's father, Stephen T. Early, Sr., was press secretary to Franklin D. Roosevelt. Steve invited me to his home as the only non-family, outsider for his family farewell dinner. I flew down on a space-available, commercial flight from La Guardia. Steve and his sister met me at National Airport and we went to his home, where his warm, Southern family embraced me and wished us godspeed. A White House limousine returned us to the airport and we arrived back at Camp Shanks on an interurban train about 4 a.m. Steve had been in the Oval Office to

see the president, and remarked how old and tired he seemed. Ten days later, Steve and I were huddled together in a pup tent in the snow, on an abandoned Nazi airfield in Normandy.

Japanese-American Internment

Jarrell: Let's do an uptake from our last interview, and talk about the internment of Japanese-Americans in the Pajaro Valley, shortly after Pearl Harbor.

Hyde: While at Berkeley in early April, 1942, on a studies break I took the train to Watsonville to see my grandfather Hyde. And in this way I was present when the local Japanese were assembled and evacuated. It made an enormous impression on all, and on me. The evacuation was ordered as militarily necessary, and all persons of Japanese descent reported to the Veterans Hall in Watsonville. It was an emotional time. As background, for many years my grandfather had been involved in agriculture as a nurseryman, and had teamed up with farmer Orin [O.] Eaton in testing new crops in the area. Together they had planted some of the first lettuce in the valley. By 1920, Eaton and Hyde had teamed up with several Japanese families, particularly the Shikumas and Yamamotos.

Jarrell: We interviewed Hiroshi Shikuma.

Hyde: It was Unosuke Shikuma.

Jarrell: That was his father.

Hyde: And Heitsuchi Yamamoto. They teamed up with those families in raising strawberries. My grandfather hybridized a Hyde Banner berry that was particularly suited to the local soil and climate. Eaton used teams of horses and Fresno scrapers to prepare the land, and the Japanese families organized the planting, care, and picking. They modified large trucks with solid tires to pre-cool chests of picked berries, and deliver them to market.

Jarrell: Was this a sharecropper arrangement?

Hyde: I don't know specifically, but they are listed as partners and they shipped under ESHY Shippers. That stood for Eaton, Shikuma, Hyde, and Yamamoto. And among others they were the shippers of the first car of strawberries in 1921 under that label. Their berry farm at Natividad expanded to over two hundred acres of strawberries and cultivation, then the largest strawberry farm in the world, shipping over three million baskets each year.

By the 1930s, there were changes and the partners had gone separate ways: Eaton concentrating on lettuce, Hyde broadening his many interests besides strawberries in many ways, including begonias, apple trees, and the nursery stock for Hearst Castle. He went down to San Simeon and worked with Julia Morgan on plantings there. He was very interested in developing plants there that could withstand the drought, and from Julia Morgan's point of view, be compatible with the design of that wonderful, exciting, enchanted place.

Jarrell: Yes, and you probably could have that one customer [Hearst] and it would make the success of your nursery.

Hyde: I'm sure that was a part of it. The Yamamotos and Shikumas began buying their own lands, and developing the Naturipe marketing co-op. But these four families always maintained a mutual respect and business associations, as well as some kind of ecumenical spirit. These four were lay church leaders in the Pajaro Valley: Eaton a lay leader of the first Christian church; Hyde a lay leader of the first Methodist church; and the Shikuma and Yamamoto families providing leadership to the Japanese Presbyterian Church in the valley.

Then came this 1942 evacuation order, and within a few weeks the Japanese families had to make arrangements for their property. Many arranged for trusted associates to look after their property. Some families put large deposits of credit balances on their charge accounts at Ford's store, several hundred thousands of dollars were sequestered in this way for many families. There were enormous pressures in the valley, because of the Pearl Harbor sneak attack. The National Guard from the area had been federalized in

late summer of 1941 . . . and the local tank unit had been sent to the Philippines. By the time of the evacuation order, many missing and later killed in action messages were coming into the valley, including Henry Eaton, the son of Orin Eaton of the partnership. And there was always the unanswered question of who was to blame, and any Japanese became a target. With my grandparents, I went to the Westview Japanese Presbyterian Church to say goodbye. I remember various people filling out forms, roll calls being made, handshakes and hugs were exchanged, and everyone was kind of in shock, and the goodbyes were made.

Jarrell: Can you tell me, amongst these people, the Caucasians, your grandfather and Mr. Eaton, and of other people that you knew in this community, what was their attitude as to the appropriateness of this internment? They had, after all, been fellow citizens with the Japanese-Americans. How did they think about this whole internment process?

Hyde: My feeling was they were in a real state of shock, and I, coming from looking at a lot of world issues at Berkeley in the University, and so on, was disheartened that they did not protest, although there were obvious tugs of knowledge and familiarity and long associations. There were mixed signals coming from the Caucasians in the valley.

Jarrell: Were there any really notable Caucasians that you were aware of at that time, who did in fact protest this?

Hyde: I went back to Berkeley to study and I had a full plate of things, and I really can't tell you. There is now some discussion, as the 60th anniversary is coming up, of the memorialization of the relocation. I remember the machine guns on the roof of the Veterans Hall and also on the primary school further to the west on East Lake Avenue in Watsonville, and the troops around, but my memory is faulty on the specifics. It's just kind of a blur. It's sixty years later. I'm sorry I don't have the specifics on it.

Jarrell: You were not a resident of Watsonville.

Hyde: I was going to school in Berkeley, but I knew a lot about it.

Jarrell: So when we left off last week, you had just begun the story of your deployment during World War II.

World War II

Hyde: I told about arriving in camp, a former German airfield, with Steve Early. This was Camp Lucky Strike, one and a half miles from the channel coast, named after the most popular cigarette with the troops. The reality was that the engineer troops originally responsible for setting up the camp were off fighting in the Bulge, and we were on our own. In the meantime, our advance party and much of our equipment had gone to England, and it took a long time to sort things out. The two blankets and a shelter half each soldier had was completely inadequate for our use, but we soon erected larger tents and dug latrines. We lived for the first few days on field rations, which we tried to heat up with green wood cut down from the nearby forest, and splashed with gasoline. We spent days practicing dry runs with mortars in the rolling Norman countryside, and laying the needed phone wire to connect the mortars with the observation posts. Every four hours we would stop, and have a fifteen to thirty minute session of massaging each other's cold feet, and changing our socks. We kept one pair of socks in our shirt pockets, almost drying, to exchange with the other pair, now damp on our feet in our inadequate, leaking and cold leather combat boots. This exercise helped ameliorate trench foot, a circulation condition, which plagued many of the soldiers in the field on the Western front. It was a major problem with all the soldiers, particularly those who were in foxholes.

Steve Early's father arrived one day in the mud to see Steve, accompanied by navy captain Harry [C.] Butcher, Eisenhower's naval aide, who was an old buddy of both Early and Eisenhower. Early was returning from the Yalta Conference, and in the two hours they were with us we learned, within the bounds of secrecy, that great plans were ahead and also learned about the University of Nebraska sports, because our executive officer, Lieutenant Bob McNutt, had played in the Rose Bowl for Nebraska in 1941, and he chatted up Harry Butcher, who was well up to date on the Nebraska team.

In early February, our drivers were trucked together to Antwerp, to drive vehicles and meet us at the front, while the rest of us and all equipment and weapons we could carry motored to the railhead at the small town of St. Valery en Caux. There we entrained in the French small boxcars, forty 40 and 8's each aboard a WWI vintage freight car, each filled with straw for our comfort and thirty men and equipment per car. It was pulled by an ancient steam engine with a high-pitched whistle. The one Steve and I were in with our troops smelled fishy, and I found a bill of lading showing the last trip had been from Portugal to Paris with a load of fish. It took five days of starts and mostly stops to get close to the front. Railyards in cities like Amiens were in shambles from the effects of previous bombing and fighting. We ate our cold field rations and had a big bag of chlorinated water in the car to fill our canteens. We disembarked near Trouville, on the Moselle and got a roof over our heads in a ruined monastery and hot meals from our own portable kitchens. The second day most of the officers of the regiment went to hear a welcoming speech by our third army commander, General George S. Patton, Jr. I was so junior that I was detailed to be regimental duty officer and stay behind at the phone in the command post. But my friends and associates soon came back chortling at Patton's bawdy remarks which ended exactly as later in the Patton movie, "Thank God. For at least thirty years from now when you are sitting around the fireside with your grandson on your knee and he asks you what you did in the great World War II, you won't have to say I shoveled shit in Louisiana."

Soon we were committed to relieve the 26th Yankee Division of the New England National Guard, facing the Germans who were in pillboxes on the fortified Siegfried Line across the Saar River. My commitment in battle was just 82 miles southeast of Bar-le-Duc, France, where my father had finished his own fifteen months of combat in service in World War I. This is not meant to discuss war stories, for mine were only tiny parts of a mighty international effort. But here I learned firsthand the heavy responsibilities of leading young Americans in combat and where night and day, terror and boredom mix, where ordinary people do extraordinary things, where men fight ultimately not for cause or country but for the bonds of life and living in their own combat team.

Steve Early was wounded seriously the third night. He was about four miles from me, and we were being infiltrated by German patrols. He was so tired and so disoriented that he missed the challenge of the sentry. The third army challenge on the line that night was “circus” and the password was “show.” No reply on the third challenge and staff sergeant Gilbert fired his carbine at the silent shape in the darkness, instantly shattering Steve’s leg. Captain Stirnkorb ordered me on the radio to come and take command.

Here are some details of events that molded me. An attack through pillboxes and minefields of the Siegfried Line. Crossing the Rhine over a pontoon bridge under cover of artificial chemical smoke to keep the Luftwaffe from seeing and taking out the crossings. We captured village after village and crossed river after river. And we learned why we were fighting, for our division was involved in the liberation of both the Ohrdurf and Mulhausen death camps. I was not personally involved in the entries to the camps, but the word was soon out of the terrible details of man’s inhumanity to man. I still ponder how the Germans of the 1930s and 1940s could be led so far astray.

In the small village of Merkers, in a mine we discovered the gold supply and gold bars of the Nazi central bank, stacked in orderly piles while below were three levels of looted artworks by the Nazis from museums in France, Belgium, and Holland. We were ordered on, and Patton sent another division, the 90th division, to count the gold, and inventory the art. After fording river after river, and taking village after village in Austria, we finally came to the Enns River, which along with the Elbe River further north in Germany, had been designated in the Yalta conference as the dividing line between our Russian allies and the Western front troops. During the last weeks of April I had been designated a liaison officer to try to coordinate advancing columns on narrow country roads. Our regimental intelligence and reconnaissance platoon was ahead, out of radio contact, and I was sent with my driver Charlie Helt to locate them and order them back. I found them as I arrived in the Danube town of Amstetten, just as a tough disciplined Soviet guards division was entering from the east. Behind the guards division came the Russian infantry, drunk, looting, raping, driving cattle, pulling bathtubs out of houses as they came. These soldiers of Mongol visage were wreaking

havoc in their wake. I pulled the blackout tape from off the headlights of my jeep, and Charlie and I split back to our regiment. This penetration by the intelligence and reconnaissance platoon of the 259th infantry marked the most easterly place conquered by the Western allies in Europe.

In this part of my life my mentors were all my associates. But let me briefly honor four who did not return. Private Frederick C. Murphy, a medic with my regiment, who selflessly rescued wounded in a minefield during our attack on the Siegfried Line. He was posthumously awarded the Congressional Medal of Honor. Private First Class Tucker of South Carolina. I do not remember his first name. He was one of my ammunition bearers of my third platoon of the 259th infantry. I saw him killed close by me in our attack of the city of Neumarkt. Private Dickerson crawled over to help him. And here I also remember two I never knew in my regiment, who are listed on the tablets of the missing at the U.S. Epinal World War II cemetery in France. These two gave their lives but their remains were not recovered or identified. They are Private First Class Salvatore Alderucci from Connecticut, and Private First Class William A. Rongholt from Montana. I was certainly lucky.

After spending days sorting out prisoners and displaced persons in Austria, I, along with many other junior officers was ordered home to the USA for leave, and shipment to the Pacific as a trained combat replacement officer. In Bamberg, by chance, I linked up with my boyhood chum Quentin Griffiths, now also an infantry lieutenant. We were together in Reims, France, on a food stop, where we learned of the bombing of Hiroshima and Nagasaki. Together we cheered for joy and relief, for our futures and life and living were assured. The mimeograph sheet indicated that these new bombs had been developed by the University of California, and Quentin and I suddenly realized what our North Berkeley neighbors had been doing. And completing the Cal connection, by chance with us in the boxcar headed home were Captain Duke Morrison, and Lieutenant Jim Hardy. Ironduke Morrison was a Berkeley hero as the captain of the 1927 Andy Smith wonder team that won a Rosebowl, and Jim Hardy, as an enlisted man had

won the silver star in France for valor and received a battlefield commission. Jim later rowed on the eight-oar Cal crew that won the Olympics gold medal in 1948.

Back home in California, I was selected for a most interesting job as personal aide to Major General Paul W. Kendall, who was the tough wartime commander of the 88th division in Italy, the first into Rome. I served with General Kendall at Camp Roberts, California, then briefly at Camp Joseph T. Robinson in Arkansas, and then at Fort Lewis, Washington, where he had some 65,000 troops under his command, including the Second Infantry Division. General Kendall was best known in the army for leading a bayonet charge in World War I against a Bolshevik armored train in Siberia. Later in Korea, as a lieutenant general, he commanded I Corps. He became a respected mentor to me. I also had the opportunity during my service with him to meet and observe some other interesting people, including General Joseph Stilwell, Major General Frank Merrill, who had commanded Merrill's marauders in Burma, U.S. Senator Harry [P.] Cain, who was being elected from Tacoma, Washington, where we were stationed, and Governor Mon C. Walgren of Washington, where we were involved in reconstituting the Washington National Guard.

But as usual, the army had other plans for me. Army junior officers who had only had previous short terms overseas were ordered back overseas, and I had agreed to stay until June 30, 1947 , so I could go back to Berkeley that fall. After a 42-day ship crossing, I was assigned to a reconstituted regiment of Philippine scouts in a tent city on central Luzon, training for Japanese occupation duty. My new, reconstituted 57th infantry regiment of Philippine scouts had been a heroic part of the defense of Battan, and then had suffered greatly upon capture in the death march. The old senior sergeants were now second lieutenants in the army of the United States and our newly enlisted troops were almost all new enlistees without training. The Philippine scouts had a special ration including much rice. I was one of 25 American officers, 185 Filipino officers, and 3000 Filipino troops in that regiment. There were about 15,000 Filipino troops in our camp. I had a ball spending time in the field and learning from and sharing with these wonderful Filipino people. Some weekends I was invited home by my fellow officers, sometimes to Manila,

other times we picnicked in the Zambales Mountains near Mount Pinatubo, where negritos hunted about us with bow and arrow. I sponsored the wedding of second lieutenant Rosen Sorilla in Manila. Almost thirty years later I proudly stood with him again as his daughter, Ester, graduated with honors from UC Santa Cruz.

On the way home we crossed with some of the diplomats and officers going to China with then Secretary of State George C. Marshall's mission. This mission was the start of the postwar relationship with China which is still going on today.

I arrived back in Berkeley, and was discharged as a captain of infantry and re-enrolled at Cal for the first summer session. I was 23 years old.

Jarrell: Was it that unusual, Hal, for someone to be serving in the European front and then also in the Pacific war?

Hyde: At the immediate time of the end of the war in Europe there were three divisions seated for redeployment. The 87th division was sent to the Philippines. After VJ day, that all ceased, and it was a matter of sending troops home. The only reason I was tied to this was because I told General Kendall I'd stick around until June 30, 1947 and so I had a definite date. I was subject to this overall order that came down that if you hadn't been overseas for whatever length of time you were off again. So I didn't see any combat service in the Philippines. It was all during the postwar time when the army was retrenching. But it was training there. It was unusual to serve in both sides, but I did get a very interesting feel of another country, of another people. I made some wonderful friends and probably matured a lot as a result of that.

Jarrell: So you arrived back in Berkeley at age 23.

Harvard Business School

Hyde: Harvard Business School said they would admit me to the MBA program if I would complete graduation requirements at Berkeley. So I piled on the units enough to graduate with a degree in the general curriculum in late summer. And things had

changed. My former teaching assistant in Herbert [E.] Bolton's undergraduate history class in 1941, Jim [H.] Shideler, was now my professor for Jacksonian history, while Paul Kremser, my former classmate, was now the T.A. In that class I also met F. Wilson (Bill) Smith taking the course, and began a long friendship with him. Bill, now emeritus, eventually became chair of the statewide University of California academic senate as a professor of history, serving there in the history department at Davis with Jim Shideler. But it was all not study. My boyhood chum, Bob Birge was working on his Ph.D. in physics at Harvard and in arranging for me to meet his future bride, Ann Chamberlain, who was also enrolled in the physics Ph.D. program at Harvard, he reintroduced me to Persis Horner in San Francisco. Perky had graduated with Bob's and my initial class from Cal, and her family members were close friends with the Chamberlains. Perky's father, Dr. Warren Horner, and Anne's father, Dr. Ed Chamberlain, had been professors of medicine at UC San Francisco, Dr. Horner in opthalmology, and Dr. Chamberlain in radiology. Perky and I hit it off from the start, and I left for Harvard in the fall of 1947 very much in love.

The Harvard Business School MBA program was another wonderful experience. My class of June, 1949 was the first to be completely organized after World War II. There were around eight hundred men in my class, representing most states and many foreign countries.

Jarrell: How did you arrive at the decision, first of all to get an MBA, and second of all, to go to Harvard. What factors influenced you?

Hyde: I thought it would be good training and I had some guys ahead of me, like Quentin Griffith, Bob Olson, Charlie Anderson, and Donald T. Clark, who had gone to the Harvard Business School. It seemed like a good thing to do. And so I applied and who did they send out to interview me, because they were interviewing all students, but Charlie Anderson. So I didn't apply to any other business school and that appeared to be a good thing to do.

I particularly liked the case method of instruction, where most class periods were organized for class discussion and actual business or administrative decisions and the issues involved. Like army tactical troop leading, there were no right answers of all the details. The self-discipline was helpful to learn, decide, and move on. The professors were most knowledgeable and insightful. Another thing I liked was that once admitted to the business school, if you applied yourself there was not an effort to arbitrarily flunk out students. My friends and colleagues across the river at Harvard Law School at the time seemed always under some kind of grading curve pressures.

Boston and Cambridge provided good recreation and most of the other students were bright and fun to be with. My dorm roommate, Sherwood "Joe" Bain had the local knowledge and contacts I lacked. Joe Bain was from Maine and had been a Harvard undergraduate with a short stint of commissioned service in the anti-aircraft artillery in the South Pacific. He has a unique ability for concise, expressive writing in explaining even complicated issues. His prose never needs a redraft or editing. We have remained warm friends.

I majored in marketing and retailing, hoping to develop skills useful to my family retail interests. But I also took accounting, taxation, and manufacturing courses. I spent Christmas vacation with my aunt and uncle, who lived in Montreal and went skiing with them. At semester break, the end of January, I flew home to California, and proposed to Perky. She said yes and we planned a summer wedding.

Jarrell: And where was she living?

Hyde: She was living near San Francisco. In World War I her father had gone directly from UC Medical Center to Stanford, and had gone overseas with the Stanford medical group to Scotland, where he was thoroughly indoctrinated with the medical people from Stanford: the Lee brothers. Tom Williams, Bill [R.] Hewlett's father . . . all of these guys were part of that naval hospital in Scotland that he had gone out with. He kept his commission after World War I and on the day of the Pearl Harbor attack was ordered out to Pearl Harbor, where he became the executive officer of the Aiea Heights Naval

Hospital in Hawaii. So there are some interesting interschool ties in that. I don't mean to digress.

Perky and I were married in San Francisco in August and honeymooned at Ojai Valley Inn. We drove cross country to Boston, where Perky integrated into my B-school experience. We rented an apartment in Back Bay. We started a great life together and after graduation, attended by our proud mothers and Joe Bain's parents, we moved home to California.

Jarrell: And this was what year?

Hyde: 1949. Back in California we moved back into my own old home in North Berkeley which my mother had owned while she had moved off to Carmel, and where we enjoyed linking back to friends and neighbors. I was employed first as a merchandising trainee at the single unit downtown department store of the Emporium San Francisco. I soon was moved to the merchandise office, calculating financial merchandise plans, and then became an assistant buyer in one of the largest and most profitable departments, the women's shoe department. It was an intensive, five and a half day retail work week. One interest was in the planning of the first branch stores of the Emporium at Stonestown in San Francisco, and at Stevens Creek in the San Jose area.

In June 1950, Perky and I flew to Fort Lewis, Washington, where I had been ordered for two weeks summer army reserve training. While there the North Koreans invaded South Korea and I was implored as an experienced infantry commander to ship out to Korea with the second infantry division. Perky was pregnant and I declined.

Ford's Department Store, Watsonville, California

In late summer 1951, my family members and associates asked me to come to Watsonville to join the family-owned department store, Charles Ford Company, just prior to the store's 100th anniversary. I resigned from the Emporium and my first day at work was October 1, 1951, back in Santa Cruz County. At Ford's I joined George Menasco, a grandson of S.A. Menasco, who with my grandfather, Fred Kilburn, had

been among the initial incorporators with Charles Ford of the firm in 1890. We were a good team, with George Menasco having overall responsibility, while I installed some of the new programs and systems as a smaller version of what I had learned at the Emporium. We were challenged by a brilliant consultant, Ira Coleman, a San Francisco Bay Area native and Berkeley graduate, and Harvard Business School graduate with extensive fashion and chain store experience. We all worked at redeveloping the Watsonville downtown area. Our biggest challenge was gaining merchandising fashion superiority and remodeling our 1890s three-story building into an attractive modern store with adequate parking.

Jarrell: You came back to Watsonville. What was the store like in the 1950s? In Hubert [C.] Wyckoff's oral history he talks about being a little boy and going to Ford's department store. It was really a general store in the traditional kind of late 19th, early 20th century sense, where they were purveyors of virtually everything. Now, by the time you got there, it was mostly what, fashions? Housewares?

Hyde: It had everything except the grocery department. No more groceries. The groceries had gone out with the chain stores, and those parts had been sold off to the clerks and the people who were experienced in that. But it had a little bit of everything else. Also all the farm equipment and things like that were gone. It was no longer a place for farmers to come in and get parts for harvesters or tractors or things like that. But it had a lot of hardware. It had shoes. It was all sectionalized. It had moved up the street since 1852, to in a hundred years to taking over half a block and was three stories in one part, two stories in another. It was all buildings linked together. It had a very good volume for a small town store.

Jarrell: So it was successful.

Hyde: It was successful, but the challenge that George Menasco and I had was to bring it to a much more modern enterprise. And as I said, the fashion situation was heavily into men's wear and men's suits and hats and so on and the better women's wear, but it wasn't into popular women's wear. So it was an interesting time. Everybody wanted to

be on the street floor and we didn't have adequate elevator capacity to go upstairs. But the street floor was so crowded it was a real mess. You mentioned Hubert. Bud Wyckoff, his brother, was on the board and had a lot of good ideas, too.

Jarrell: I know there was a real revolution in merchandising after the war.

Hyde: Yes. And participating in a change in distribution. Until World War II a lot of the distribution was done by large wholesalers in cities like San Francisco and Los Angeles, who sent their salesmen, or drummers, as they were called, to the various small towns. Postwar there was a lot more direct contact, where various fashion houses or manufacturers had individual representatives or salespeople. So it was a contact there without that middle-man situation. There were several revolutions going on, both in space and in how people bought, and how the automobile accessed the communities. It was an exciting time to be in it.

Watsonville in the 1950s

Jarrell: There you were, moving back to Watsonville after the war. And you'd never lived there as a resident, as a local citizen.

Hyde: Not since I was really small. But I was there fairly regularly and had a lot of friends.

Jarrell: Yes. So what was Watsonville like in that era, in terms of its ethnic, demographic makeup? It was an agricultural community.

Hyde: An agricultural community. By that time the Japanese were back. Never, ever would they again be ghettoized or barrioized. Prior to World War II many of them lived on the farms and were not part of the central community. We had them in school and would know them. Some of them did very well, particularly in high school, but they were very much a group apart.

Jarrell: Socially?

Hyde: Yes. And in one respect this terrible relocation separated further, but it also served to bring them really into the mainstream of the community and never thereafter have the Japanese been apart. Now the Japanese are probably the most integrated of the minority communities into the mainstream. Many have married outside of the Japanese community. There was a very small Latino part. Charlie Castro of my grandfather's generation was from families that had come here during the Spanish time. And there were a fair number who had come during the era of Pancho Villa, that revolutionary time, and quite a few who were working on the railroads. It was a fairly large community. There was a very small Chinese community that was still there. One of them, the Dong family, had been involved as servants when my great-grandparents were in Santa Cruz. I'm not sure of the exact relationship, but the Dongs had moved to Watsonville and they had moved over to Salinas, where the next generations became eye surgeons, medical doctors, professionals. There was an interesting Filipino group, the Filipino men largely coming as agricultural workers, as single men, many of them marrying Mexican women. It was quite interesting, having had a look at the Philippines, and seeing the number of groups originally from different islands and so on. Most of these were Ilocano and Tagalog peoples from Luzon that were in the Pajaro Valley. It was a little bit of a shock for Perky, coming from San Francisco.

Jarrell: Why was it a shock?

Hyde: Well she was in a small town instead of a cosmopolitan city.

Jarrell: You were a member of the Watsonville establishment by virtue of your association with the store, being a businessman and in the chamber of commerce. Now if you can look back fifty years, what was the power structure like in Watsonville? Who ran the town?

Hyde: Essentially it was the senior business and agricultural people who got nominated and elected.

Jarrell: At that time did you still have the same form of government?

Hyde: It was an alderman government. As I'll discuss later, I got involved in the setting up of the city manager form of government of Watsonville, which was formed then, and I served on several committees that studied this . . . The city manager form of government was set by charter and a board of freeholders was set up. The board of freeholders then came up with a new charter, which has proved very good for the city as far as the efficiency of government, and also of making more representative government, because the old power structure elected a board of aldermen who figured out if somebody's driveway got repaired down the block and if they were a friend that probably got a higher priority from the city public works than somebody else. On the other hand, there were some extremely good technical, professional people who had started the Watsonville Water Works. They pulled that together, put in good piping, expanded fire hydrants and things like that. That was reasonably efficient even before the charter election. As a sidelight, I took a look years later at doing a charter for Santa Cruz County, and changing the Santa Cruz County government which, as you know, now has a county manager but it is still under a general law county. After a lot of study, I figured that the political structure of this county in particular was not conducive to getting a charter that was efficient enough.

I think that in spite of the political wheeling and dealing . . . I'm not sure exactly what to call it, that we also had generally pretty competent people who were advanced to be mayors, to be sheriffs, to be the elected officials of both the city and county. We attracted people, men only in those days, people of integrity of intelligence and goodwill and responsibility and honesty. With a few exceptions.

Jarrell: Watsonville has evolved from an Anglo power structure to where today it's so much more ethnically integrated, and where women have started participating. Another aspect of this is the transformation of the agricultural economy, which has been so profound with the leaving of so many of the processing plants. That has made a huge difference in terms of the economy.

Agriculture in the Pajaro Valley

Hyde: I'd like to talk about agriculture in the Pajaro Valley, because I arrived back as a full-time resident of Watsonville just as a lot of major changes were taking place. So I'll go from that point of view, and probably have a unique perspective on this, because I was around and historians have been writing about what happened before and sociologists are writing about what's happening now . . . what's happened is that there were developing larger-sized farms and ranches as I arrived back on the scene. The terms ranches and farms are interchangeable in Watsonville. They are both the growing of crops. Some, like the Kelly Thompson Ranch, had a tradition of cattle grazing in the mountains, with grasslands and intense agriculture in the alluvial lands along the Pajaro River. But they are still called ranches, and what in the East might be called farms are called ranches in this part of California.

Jarrell: I went from the 1850s and 1860s onward and looked at the local census enumerations for agriculture; there was no distinction between farm or ranch. It had to do with an agricultural business.

Hyde: Like in academia, it depends on where the people came from what you called it. Anyway, there were economies of scale. People with the automobile no longer needed to stay on the property or on the ranch. They could move into town and commute out, or hire people to work on the land. It was the end of the Japanese and other labor camps that previously were out in the county prior to World War II. There were new technologies coming on, and men to match those technologies. Let me mention a couple.

In the apple industry new sprays took care of different kinds of pests in the orchards, such as the Bean sprayer, which put this material on the trees. Then there was the development of the Holt tractor, which became Caterpillar tractor, which had enough power and traction to pull the sprayers around, and also to pull the plows and harrows and other kinds of graders that were part of the orchards and various crops.

In the lettuce fields there were new tractors, harrows, and row equipment, and irrigation pumps. And then you had a new breed of entrepreneur who utilized these

developments. In growing strawberries: Driscoll, Reiter, and Tom Porter; apples: Elwin [R.] Mann, Ray Travers, Stolich . . . these people were taking over from the earlier Yugoslavs; the early Americans, Dyes, and Frapwells; Danes like the Jensens and so on. There was a change there.

Jarrell: In the ethnicity of the growers?

Hyde: Not necessarily. Perhaps a little bit, but formerly there was a great time of ethnicity when the Yugoslavs were there.

Jarrell: Like Luke [P.] Cikuth and people like that.

Hyde: Right. But there were always the Jensens, who were Danes, and had come from Schleswig-Holstein, and the Portuguese also. Then there was a new breed of market gamblers in the lettuce game. Frank Birbeck, Bud Antle, J. J. Crosetti, Irv Dethlefsen. And then there were other people who had to do with the truck delivery to the markets. So there was new transportation, Clark Brothers trucking, for instance. Ed Lester was another one that started a trucking operation. Elwin Mann started taking his apples direct to the Los Angeles market from Watsonville, with big refrigerated trucks that he would send down overnight to Los Angeles, bypassing the railroad.

Jarrell: Why would he bypass the railroad? Because of the freight costs?

Hyde: Freight costs and control. The railroads were pretty darn slow. He could take it directly from his packing shed into the truck and get it down to Los Angeles.

Another part had to do with the development of brokers who would specialize in different crops. Then there were marketing orders and marketing co-ops, which really never succeeded in the apple business, probably because of the loners and the individuality of those hard-nosed apple guys. But particularly in strawberries, there developed two major co-ops. Naturipe had fourteen original founders including my grandfather Hyde, of which maybe three or four were Japanese. Then more Japanese

came into it. I don't think it split just on those lines. And then the Driscolls moved into that part.

Then there was new technology. The lettuce transitioned from the ice-packed to the field-packed. This was partly a transportation thing, but also was a labor situation. Prior to field pack the lettuce was cut in the fields and brought by truck back to a packing plant. In the packing plant, it was on an assembly line where women cut off the outside leaves and packed them in wooden boxes. Then those were iced afterwards and put into railroad cars. There were extensive icing facilities in Pajaro for those, and then the trains of the Pacific Fruit Express would take those. The next icing would be in the Sacramento-Roseville area; the next one would be in Elko or someplace in Nevada, and then it was all the way to Chicago or further east. But that was expensive, and when these iced crates got to the grocery store people had to take hammers and open them up, and the ice dripped out and so on.

The new way was to cut off the lettuce heads, leaving all the leaves on, throw them into cardboard cartons, put the cartons on a truck and take them to a pre-cooler. The pre-cooler took the lettuce from field temperature down to 33 degrees, just above freezing. Then you put it in either a refrigerated railroad car or, increasingly, trucks. So there was a major change in the lettuce industry in Watsonville and Salinas. Those people all operated as kind of a unit and somebody had more lettuce than others. There was some cooperation there, but they were all trying to beat the market by growing and getting in first and so on. And then these people began moving into the Imperial Valley in the wintertime, to Wilcox, Arizona, to Yuma. So we had a lot of transitioning. Those were some of the things that were happening.

Then you had special seed people such as Ferry-Morse in San Juan Bautista. Fred Rohnert, Stanford-trained, started Rohnert Seed Company in Hollister and they specialize in some kinds of lettuce seed.

Then much later, flower growers came in, some being forced out of the San Francisco Bay area by land prices as urbanization came, and some coming out of New England saw

that this was a wonderful place to raise flowers, like Charlie Barr, whose family for three or four generations had grown flowers south of Boston. And with the price of land, plus the price of heating greenhouses . . . he said well why not do it in California, where we can do it with a lot less utility costs. Also in flowers you have Arnie Thirup who came in from Denmark. He is growing roses, and has diversified now to all kinds of ornamental cut flower operations.

Later there was a mushroom operation, Earlin West was probably the earliest in Soquel; the Clausen brothers followed.

Then we have University help in these agricultural things. Apples. Dr. David Weeks in Berkeley coming and working with the Frapwell Orchard in Corralitos, and then Dr. Harold Thomas of the department of plant pathology at UC Berkeley working with strawberries. Eventually Dr. Thomas was hired off by Driscoll's to do hybridization for them.

H.A. Hyde Company Growers and Nurserymen

Up to now I've talked about World War II developments in agriculture. The brief history of the Hyde company. My grandfather had been a carpenter, joiner, millwright. He worked for the Loma Prieta Lumber Company and came to Watsonville to help start an operation there. As a side, he made those wonderful beams in St. Patrick's Church. But with his green thumb he started a nursery and it prospered, and it was directed by his own sense of delight in growing and propagating, rather than any real business plan. He expanded and there were contracts in growing fields. He did calla lilies in Brookings, Oregon. He did things in the Willamette River Valley, in Salem, Oregon, and Shafter potatoes in the San Joaquin Valley. The big advertising they did was for begonia operations. Early on he had hired a man named Mr. Doché from Belgium, who was a begonia specialist. My father had been involved in that, and they started growing lots of tuberous begonia bulbs, the major market being not in cut flowers, although some of those were used in the flower shop my grandfather had, but the bulbs themselves, which were started from seeds, became seedlings and then were transplanted, and then were

grown outside. Those outside were planted with different colors and there was a large acreage, ten acres maybe along what is now Freedom Boulevard, then upper Main Street in Watsonville. That was also the only route of Highway One through the county up until the 1950s, and so as visitors came through during certain summer months they all wanted to go by Hyde's Nursery and see these wonderful begonias. I've already talked about working in and weeding in those places. Anyway, this was a large area.

Then the Depression hit, and ornamentals and garden things were not the place when food on the table was important. So my grandfather started subdividing some of the nursery property, working with the city and selling off part of it, and shrinking the size of the nursery. It was an important part of the area there. My father died in 1926, and then my grandfather died in 1948, just around the time I was getting through school. My father's younger sibling, Clifford Hyde was a strawberry plant specialist and also was involved in the flower shop. He continued the strawberry plant business all the rest of his life and expanded that to doing strawberry plants in Mexico and Spain and Florida, wherever strawberry plants were needed.

Jarrell: Where had he gotten his expertise?

Hyde: He'd gone to Cal Berkeley and was an early graduate of UC Davis. His younger brother, Arthur Hyde, had gone to Cal and was class of 1934, and became a landscape architect. He was in one of the first class in landscape architecture. Some of the things he was particularly involved in include Dominican Hospital, the second one at the Soquel Avenue location, and Gavilan College. Then with Roy Rydell, they were the landscape designers for Santa Cruz's Pacific Garden Mall. My wife Perky and I eventually did a successful small apartment project on the property. So that's kind of the end of the Hyde Company story. I had a view of what was happening around the community in those times.

Jarrell: You have such an encompassing overview of the local agricultural economy. How did you obtain that? From your affiliation with the Hyde Nursery, or your own personal interest?

Hyde: My own personal interest and going around with my grandfather on calls or visitors that he had, or discussions he had about different crops. Or he'd go out to propagate something and take me along in this way. I'm curious and observant and knew all these people.

Jarrell: Was the nursery a member of the Farm Bureau?

Hyde: Yes it was, so we knew all those people.

North and South Santa Cruz County

Jarrell: You have had feet planted in both north and south county. You had a widespread family in Santa Cruz. When did you become aware that there was some kind of a conflict, or a split or a different culture between these two parts of the county? It's almost like they are two different counties.

Hyde: Historically, the line between the two parts of the county is Borregas Gulch, where, in 1830, there were two separate Mexican grants. So that in essence, the county division goes back to Mexican times. We earlier talked about how Santa Cruz became the county seat and became known for the industries that were here, but also became a great vacation area, a place where people from San Francisco and other places came for holidays, for the air and the beach, and all of those kinds of things. The Pajaro Valley became a rural agricultural center, of people involved in agriculture, and the processing and transporting of food. The Pajaro Valley attracted farming people from all over the world, from the Midwest, and New England, and then over the years attracted, for various reasons, Chinese and various laboring groups, and farming groups like Danes and Yugoslavs, a very cosmopolitan group involved in making a living. So there was a division that had to do with that. And the Aptos area was small, was timbering country. The kids from Aptos came to Watsonville High School on the train. So the feeling in Watsonville was that the decisions were made in Santa Cruz and the locals did not always have input into the taxing policies and so on.

But as I think I said earlier, a lot of the judges came out of Watsonville, a lot of the county superintendents of schools had been from there. So it was not an either/or kind of situation. I think generally this big rift has been overplayed. I think it's essentially an economic and social thing, but there was great competition between Watsonville and Santa Cruz High School in sports. I think that after 1959 Cabrillo College was one place where those of us who were involved showed that we could get along with Carl Connelly, Keith Shaffer, and Bud Rice from northern Santa Cruz County. Cabrillo was an institution that was supported by and met the needs of the entire area.

And while I was on the UCSC campus the United Ways combined, and that was another example. I had earlier been second president of what was then the Community Chest of the Pajaro Valley. It was started in the 1950s and then became the United Way. There was a Red Cross operation in Santa Cruz that was well done, and a YWCA in Santa Cruz, and a Red Cross in Watsonville that came up through Rio del Mar. There was a Salvation Army from Santa Cruz which came down a little further south than that. There were lots of changes then. Aptos, Rio del Mar, and La Selva Beach were not particularly heavily populated then. Anyway, my point is that the United Way getting together was another thing that showed a common vision. I think the result was that there was a flow, there was a look at the needs and there were considerably more social needs in south county than there were in north county. The population in the north county was relatively affluent, although there were pockets of problems in Beach Flats and other areas of Santa Cruz. There was a general recognition that in housing and social services, and youth services that there were specific needs in south county. I think the combined United Way, with the consent of those who were giving them money, generally supported those things. I think it has continued to be an overall place where people have come together.

The Cultural Council of Santa Cruz County is another organization that looked at the whole county. It was kind of a United Way for the arts. It was deliberately set up to do startups of cultural activities, out of which has come the McPherson Center. Ruth Frary who was the UCSC campus physician, upon her retirement spent a lot of time organizing that. The Pajaro Valley Arts Council came out of the Cultural Council and the

Mello Center came out of the Pajaro Valley Arts Council. Similar activities have happened in the San Lorenzo Valley. So the county is and has been working together.

Jarrell: These are post World War II developments, the diminishing of that kind of cleavage. Because you have an agricultural economy and then in Santa Cruz you had a tourist-based economy, extractive industries, etc. And then you have very different demographics.

Hyde: In my own family my grandmother had gone to high school in Santa Cruz. My father had been born in Santa Cruz. We knew a lot of people here.

Jarrell: The agricultural part of it leads to different ethnic populations in north and south county. Necessarily, you have the migrant and also stable, not just migrant, but you have an agricultural farmworker population. Quite remarkably, as each census comes out, there are more and more Hispanics living in Watsonville. I think it would be fair to say that historically there was an Anglo establishment that ran Watsonville, was in its leadership positions. Just since I have lived here, since 1970, there seems to be a real shift in the participation of Hispanic groups in Watsonville. Since you are a member of that leadership, business establishment in Watsonville, how has the increasing participation of the Hispanic community been experienced?

Hyde: Well I believe it's both a matter of numbers and eventual awareness of political power. It's also a part of education. When people are getting up early in the morning and only going up to pick crops, it doesn't lead to very much free time or involvement in community activities. There are also problems of seasonality of work. But my impression is that we've had a growth in education. When I first started looking at it in the 1950s, Spanish surname kids made up only 25 percent of the school system. Half didn't make it through the eighth grade, and of those who started high school only half were graduating. So you were effectively having a large group of people who had substandard educations, if you look at a high school education as a desirable norm. But that has changed and there's a lot better throughput. And there's a broader educated leadership that has come along.

There've always been people with Spanish names who have been in the mainstream of the society. It's not that they have been completely excluded. I think it is a matter of education, and specifically some things that I have been working on, such as the MAIA Foundation, [Migration and Immigration in the Americas]. Of the 160 students who have gone off to prestigious colleges from the Watsonville area we now have two city councilpeople and one assemblyman, who have come through that program. Simon Salinas is the assemblyman.

Jarrell: I know that Florence [R.] Wyckoff was involved with MAIA. And also the gentleman who lived down in Carmel?

Hyde: His name is Bill MacKenzie. He had a dream of trying to facilitate the integration of the migrants in our midst into our society, and he did that from a viewpoint of having been an officer at Camp McQuade originally, and also a rancher in San Juan Bautista, where he observed some of his bright employees' kids who had plenty of potential but weren't necessarily getting an education. Bill started doing something about getting them off to college. He formed a team with Florence Wyckoff and Hank Wilson to really do something about it. Particularly after Bill linked up with Mike Sullivan, a counselor at Watsonville High School, they had some great success getting kids off to Ivy League schools, the University of California, and Stanford, and also into Cabrillo Community College with the startup of the Cabrillo Advancement Program (CAP).

I guess my point is that things have changed. The political leaders have changed. I think there's still resentment of the north county's political power. It started in some ways when Art Pearl, a professor of education here at Santa Cruz in the 1970s began sending student teachers down to Watsonville High School and in essence, from my point of view, told them that they were entering a different world and there were problems. Those initial student teachers who came from UC Santa Cruz gave some real problems to the high school. That is no longer the case, but the UC Santa Cruz student teachers were really resented at Watsonville High School for many years.

Jarrell: That's very interesting. This must have been in the mid-1970s. Art Pearl had been a very radical professor at the University of Oregon at Eugene before he came here. He'd even run for governor. But when he came to Santa Cruz that was during an era where the notion of the culture of poverty and the heightening of ethnic consciousness was very manifest. So you are saying that the student teaching cohort that went to south county . . .

Hyde: Had been brainwashed, that there was something wrong down there and they should be able to do something about it in the school. That was not a way of being helpful to some very competent and very caring and veteran teachers who were already working hard to move things along at Watsonville High School.

Jarrell: Now it eventually dissipated. Why do you think that was?

Hyde: Art Pearl retired. (laughter) And I think more moderate heads, and probably the students changed too. The other issues, the badly needed high school that is going on down there now. There have been many road blocks set up by the Santa Cruz, Mardi Wormhoudt coalition. That is pretty deeply resented in the Pajaro Valley.

Jarrell: I thought that the siting of the new high school had passed. No?

Hyde: It finally has been but it is continually sniped at.

Jarrell: It was an environmental issue primarily, is that correct?

Hyde: Yes, and it still is. It's got problems in the airport phase, problems with the sloughs, other issues with that. The Santa Cruz group has been continually pecking away at that issue. Then the other resentment is the inability to get Highway 1 widened to the Fish Hook, and to a lesser extent Highway 17. This is a real hassle at the present time.

Jarrell: The incredible traffic congestion. Are you saying that many folks in Watsonville are in favor of a widening of Highway 1? This is a conflict.

Hyde: Yes.

Jarrell: What about the number of Hispanic people who have participated in Watsonville civic life, the city council . . . there was that quite significant court decision that had to do with voter participation.

Hyde: It had to do with districting and the Latino coalition filed suit. The former thing was the individuals had to be from a district, originally aldermanic but it became a council district when the city became a charter city rather than a general law city in the late 1950s. At that time in the charter, it was set up that the individuals would represent a district but would be elected by the city as a whole, and this then became a question of whether Latino candidates could be elected. So it was brought up as a court case, and the court case won as far as being an election by district. And it's interesting to see that the power structure in Santa Cruz currently is continuing to look for a total election at-large in the city of Santa Cruz, looking obviously at the University vote which can influence things. So we have another issue. I don't think most people in south county understand what's happening with that issue.

My thesis is that it wasn't really two different counties. It was two different perspectives. As I understand the California Constitutional Convention when it was called in Monterey, the basic county organization was based on the American immigrant experience in the East. For example, in Illinois the county government started during or maybe before it became a state, when it was still a territory. The counties were put in place as the revolutionary war soldiers were given property along the Mississippi River. I've just been researching some of that with my wife Perky's ancestors, who were in the Virginia militia who were given space along there. I've been to Illinois county court houses where records predated statehood. So these were superimposed here. Then in California the counties were developed where the population was. In this area this was San Francisco, San Mateo, Santa Clara, Monterey, and that was it. Then San Benito County broke off from Monterey. The people here, those north of the Pajaro River objected to being lumped in what was probably an alien culture to them, all those Spanish and Mexicans in Monterey. All the trappings of the Spanish and later, Mexican

colonial society there. They said we want to be our own part, probably against the concerns of the Spanish and Mexican inhabitants here in Branciforte and the ranchos, but they were the majority here and that's what it became.

San Benito County pulled out of Monterey County and became its own county. But this also made for a sense of common purpose, is my thesis on it, that by pulling out of the Monterey County part, there was a togetherness of the entire Santa Cruz County early on in this part. My relative, Elihu Anthony, had met with his church on the banks of the Pajaro River coming down from Santa Cruz, and felt that these were all people who belonged together. Then Watsonville was a farming community, with grain, potatoes, hops, all these crops. Santa Cruz developed as a county seat of government, and then early on developed its own industries such as Salz Tannery, Cowell Lime and Cement, and the powder mill near Felton.

Jarrell: And the logging, of course.

Hyde: And the logging, starting from the north and going . . . not as extensive amounts of timber until you got to the Aptos and Aptos Creek watersheds. But it kind of moved that way. And so there was a common part there. Then in north county they started this vacation experience. I mentioned earlier my great-grandparents on the Bliss side were doing Ocean Villa, which was kind of an inn and cabins that catered to people from the San Francisco Bay Area. They came down with their families here for the summer. Interestingly enough, a large number came from the Oakland area, out of the Dutch community there. And then there were all these beach hotels and boardwalks being developed. Hihn developed Capitola tourism. Both areas had a lot of entrepreneurial people. My point is was this was kind of a common purpose. There were also family ties. Samuel Leask, a Scotsman who arrived in Monterey, then came to Watsonville and married into the Swiss-Italian Martinelli family, and worked in Ford's store and learned his retailing with my grandfather, and then moved to Santa Cruz in the early 1890s. Our families were always friends. We knew each other.

Jarrell: Even though he started Leask's department store?

Hyde: It was another town.

Jarrell: You were friendly competitors?

Hyde: Well we didn't compete because Ford's was in south county and Salinas and he was up here. As a sideline, in 1952 he came and presented to me his big book on his years in Santa Cruz County and we opened it up over the showcase in the lingerie department. The old gentleman was about 100 at the time. That's a wonderful memory of Sam Leask, Sr. Of course I've known and worked with all the other generations of Leasks.

Then there were other family parts, like Lillian McPherson Rouse, part of the McPherson family here, and Lillian still keeps her membership in the Congregational Church in Santa Cruz to this day, while she's been a schoolteacher in Watsonville and contributed immeasurably to all kinds of good things in the Watsonville area.

Jarrell: So among the older families in the county, families that derived from the latter part of the 19th century, there's always been a good feeling and a lot of interrelationships and marriages.

Hyde: Sure. And a couple of other small things. Roads were slow. Hihn got his first narrow gauge railroad. Then the Southern Pacific came in and Aptos was the point where they branched off to bring timber down from the canyons. But there was a large Southern Pacific group there. The kids from Aptos came to Watsonville to go to high school. They came in on the morning train. My father lived on Rodriguez Street, right near the station. They'd get off. They'd come to pick up my father and then these kids would walk to Watsonville High School. The one that I know the most about was Frank Murphy, Sr. His father was a railroad man in Aptos, and I believe he went off from Watsonville High to Santa Clara, and was later district attorney and lived below Pogonip.

And then sheriffs, the superintendent of public education—all of these offices were countywide. Sheriffs and judges came from south county, too. I think of Trafton, whom I didn't know, but I knew his descendents. He was the one who was shot to death in the

Herbert slaying in Capitola. James B. Holohan was another one, I think I'm right, who became sheriff. Then he became a federal marshall in San Francisco and then was later warden of San Quentin Prison. It was his prison gangs who started doing the San Simeon Road down the coast from Carmel. So these people all worked together. Judge Atteridge has south county roots. He was the one superior court judge here into the 1950s, and did everything. There are eight now.

Then there were the county school superintendents, several of them women, which was interesting because women weren't generally educational administrators. I know Edith Fikes also became county superintendent of schools. There were many elementary school districts, a lot of one- room schoolhouses, and some of them got to be larger than that. They were part of the school organization and they brought both parts of the county together. They had a common sense of purpose along with the county office, the county superintendent of schools. We had some very good ones and the people of the community bought into that.

In talking about ties that bind the community, there was another one that we ought to at least talk about and get into the mix. That is, in our communities, there exist beyond the boundaries, the common purposes and friendships of fraternal organizations, and of the churches that had a common interest in this area. Those fraternal organizations included the Masonic lodges, the Independent Order of Odd Fellows, the Knights of Columbus, the Elks, the Foresters, and the Eagles. There may be some others, but those are some. There was a common purpose and friendships across the area. And also included were veterans organizations. I remember, when I was a child, the Grand Army of the Republic, the American Legion, and Veterans of Foreign Wars. And then there were many athletic events. Schools had teams, too; baseball, the fire department hose teams, and so on. So in many ways our communities were apart, but there was also a lot of crossing of boundaries and friendships.

Then I think that the lack of local congressional representation . . . on balance because we were kind of a backwater here, made the locals north and south more willing to work together. In my time, the person I remember was Jack [John Z.] Anderson from San Juan

Bautista who was the congressman here and we didn't see that much of him. He was more of a Santa Clara, San Benito County guy. I don't know where the boundary was then. Charlie [S.] Gubser was next. A Gilroy guy. Ernie [K.] Bramblett was next, from Monterey County, and wasn't very effective. Then Burt [L.] Talcott. Then Leon [E.] Panetta began really pulling us into the Monterey Bay area. As I'm thinking of this, I believe that there was a commonality. We had to work together if we were going to get something done. There were things like the Cowell Big Trees county park that came along. I think that was well supported, at least in my family, because Mr. Jeter was involved in trying to get that moving along. And my grandfather Hyde was involved in the Big Basin Park and getting that together and making presentations of the organization that was trying to protect that part of it. The Save the Redwoods League was established. My grandfather was involved in that part of conservation.

Then in the 20th century, the Santa Cruz Rotary Club was founded in 1922, from San Jose, which was an early Rotary club which started in 1905 in Chicago, with San Francisco the second Rotary club and Oakland number three. San Jose was early on, and by 1922 the guys came from San Jose to Santa Cruz. Watsonville, in turn, was founded in 1927 by people from Santa Cruz. So people knew each other from each other's clubs.

But there were separations that were coming about and made for differences in the community, largely because of the economy. Watsonville people paid taxes that were used for court houses and concrete roads in Glenwood and San Lorenzo Valley and road departments. I think I remember hearing those things. Then there was this great traditional high school football rivalry between Santa Cruz High School and Watsonville High School. Generally, as far as I remember, it was pretty good-natured and sportsmanlike, but those big Slavonian kids playing those big Italian kids from Santa Cruz made a great rivalry.

Jarrell: If we take post-World War II era, the extractive industries, for the most part, and manufacturing, really started to decline in Santa Cruz. You had Salz Tannery and there was still logging up at Big Creek.

Hyde: Okay. But I'm looking at the development of Cowell, which became the Davenport cement operation. Lone Star Cement. That was still a major thing. That was an extractive industry. And then we haven't talked about the entrepreneurs in south county, like A.R. Wilson, who extracted the granite from the Wilson Quarry, which was the genesis of Granite Rock and Granite Construction companies. He was the first honcho of both of those, which later split. The extractive industries still had a part, although there was a decline of the timber industry.

Jarrell: I don't really know, but if you look at the economies of the north and south counties, certainly the tourist industry, the vacation industry in Santa Cruz, started to have more and more of a percentage in the economy, more and more importance in the fifties and sixties.

Hyde: And the advertising of the region came, and the Watsonville guys said well, these are our taxes, too, that you are spending. You've got a little picture of begonias down on the bottom but most of it's this other stuff. Here we're working so hard and creating things down there, and those guys are just up there sitting on the beach and watching the waves come in, counting their money . . . Yeah we've got a little resentment. All of those county bureaucrats are getting those fat salaries and so on, and we're sitting down here. So there was a little bit of that.

I've got a couple more points on this. There is a separation by access to news and editorial viewpoints, too. Up until the 1960s, stores couldn't advertise in each other's papers and vice versa.

Jarrell: What do you mean?

Hyde: I mean that when I was an executive with Ford's in the late 1950s and early 1960s, I couldn't place an ad in the *Santa Cruz Sentinel.*

Jarrell: Why?

Hyde: Because they were protecting Leask's and Abrams and the other stores in Santa Cruz. The same was true for the *Register-Pajaronian*. Then there were not many people in Aptos. There wasn't much market there. There were summer tourists, the second-home beach cabin market there, but that wasn't the bread and butter of the advertisers. And the newspapers were not distributed in each other's place. The *Register-Pajaronian* had people covering the courthouse, and the courts, and the supervisors, and the supervisors meetings. There was that news, but in south county we really didn't know much about what was going on up here in city government, in Santa Cruz, or maybe care about it. I'm not trying to overemphasize this.

Jarrell: No, but it's very telling.

Hyde: But Santa Cruz people knew little about what went on south of Borregas Gulch, which was the traditional boundary, and the Pajaro Valley citizens generally knew courthouse news, but didn't know much more than that about what was going on. There were a lot of senior citizens and retirees and Father Divine had a mission here in Santa Cruz. There were two different communities.

Ethnic differences also caused a separation between the areas. The Anglo, and I am simplifying here, Anglo Santa Cruz with an Italian fisherman veneer, as against Pajaro Valley with all those you-name-it, I'll try to name it in how they came, Anglos, Chinese, Slavonians, Danes, Japanese, Filipinos, Mexican, Irish, Portuguese—all of these hardworking folks of south county looking at the beach guys up here in Santa Cruz. My point was we didn't understand each other as time moved on. You had the third force of people moving into Aptos, who didn't have roots in either place, and didn't have much of a pull together of a common industry. They felt the school system was far away and all of those things. I'll talk about that more later in terms of Cabrillo College, and how that put much more of a sense of identity into Aptos.

Jarrell: How do you explain the allocation of seats on the county board of supervisors? Watsonville only has one seat. Is it based on population represented?

Hyde: Yes, it's based on population represented and I've seen it change several times over the years, the boundaries redesigned. Early on the total of Pajaro Valley was in one district. The one I remember earliest in my time was Francis Siliman.

Jarrell: Has Watsonville felt neglected or underrepresented in any way?

Hyde: Probably so. And also it has another problem because of this Pajaro River dividing line with Monterey County. The economy encompasses the north part of Monterey County and so the people all see themselves as being citizens of the Pajaro Valley. Even today, when they think they are being so influenced by people in Santa Cruz, some wonder if maybe they ought to change the boundary and be part of Monterey County as they originally were.

Jarrell: I've never heard that before.

Hyde: Oh yeah.

Jarrell: So there's been that sentiment, definitely, that there's more affinity with Monterey County.

Hyde: As well as there's the problem that Pajaro is so far from the county seat and is a neglected part. There have been informal kinds of things like water lines that go across, and the Watsonville fire department will fight fires in Pajaro. But technically, the taxes from there go to Monterey County.

Jarrell: Because the boundary line is the Pajaro River.

Hyde: It's a bummer, actually.

The Founding of Cabrillo Community College

Jarrell: Now maybe you could start talking about your involvement with the founding of Cabrillo College.

Hyde: I want to talk about it. First I should talk about a key educational leader in south county, T.S. McQuiddy, a Stanford graduate, a long-term participant in the community, and leader. In today's world I'd call him superhuman in what he could do. He was the right man for the time. His style would not be good for today's world, as Robert Gordon Sproul's style at Berkeley would not be right for today's world, but he was the right guy for the time. I only saw the community side of him, where my grandfather was one of his trustees. I've heard from teachers, teacher friends of my mother's, how hard-nosed and what a dictatorial administrator he was. But he managed to run a grammar school in one district, a high school (I'm not sure when it became a union high school district), and he hired all the teachers. He interviewed all of them before their hiring, found boarding houses for them to live in, and served as a high school principal, doing discipline for students. He counseled my father's class and got some of them to go to the University of California at Berkeley. He worked with William [H.] Weeks on architecture and built schools, and incorporated what I'm sure Tom McQuiddy thought were proper ways of building schools. And then Weeks took that out and built schools all over California. McQuiddy brought in outside speakers on science, history, and politics. He encouraged my mother to study kindergarten and return and start up something. Up until that time elementary school was a first through sixth grade situation.

In the community he got commitments from people like my grandfather and E.A. Hall to chat up and talk about the importance of education, to pass tax measures for operating funds, to pass bond issues for building of schools, and all of these kinds of things. He was quite a person. I only remember him because of my grandfather and meeting him. Before I went in the army I was visiting from Cal and my mother said I should go down and talk to Mr. McQuiddy in his office. So I went down to his office at Watsonville High School. He greeted me very cordially. I got through the outside part where all the truant kids were waiting in line. He spent a half hour with me chatting me up and encouraging me. Then I saw him later when I came back from the army. McQuiddy started saying how good Camp McQuade would be as it became surplus for federal service after World War II, and this would be a wonderful place to incorporate this new situation, which was becoming the junior college movement. That had started earlier. Hartnell was started as

part of the Salinas School District. Gavilan College started as part of the union high school district of Hollister. And there were some others that got started extending the high school districts. I had had friends at Berkeley who had come from community colleges in the San Joaquin Valley. They were junior transfers. After World War II, the legislature came through with a junior college districting plan. And that is what eventually triggered off having a community college in Santa Cruz County. What had happened was that Monterey had Monterey Peninsula College. Hartnell was there in Salinas, which had a strong agricultural vocational part, as well as a two-year pre-college program.

The state allowed students that were in unclaimed community college areas, like all of Santa Cruz County, if those students went to Hartnell or Monterey Peninsula College, those districts could collect a seat tax from the undistricted area, such as Santa Cruz. And the seat tax, if I remember correctly, for every student you had . . . I believe it was about $350 a student that you collected.

Jarrell: But that would be a powerful incentive for a county that would be having to pay a seat tax to Monterey or . . .

Hyde: Sure. And Monterey and Hartnell were both running buses into Santa Cruz County and up into the San Lorenzo Valley, picking up kids, to go there. The tuition was very low in the community colleges. One of the first things that we later did was to run the numbers on how much we were paying out, and we found out that we could pay for a lot of our own buildings and facilities here in Santa Cruz County . . . that was the final argument that got the college district going.

Tom McQuiddy called for a community college on the Camp McQuade site. It was on San Andreas Road, and was an army camp originally used by the coast artillery and national guard, later was a disciplinary barracks for soldiers, and in maybe 1946 was abandoned by the army. It became available for public use and McQuiddy and others promoted it as a junior college site. But they did not get enough public interest. Camp McQuade was later given or sold at a very low price to the Seventh Day Adventist

Church, where they have founded Monterey Bay Academy, a secondary school. They have a dairy program, a farming program, and an excellent music program there. It's a regional Seventh Day Adventist high school.

Jarrell: What year did the ballot measure pass to establish a bona fide community college district?

Hyde: The election for community college district trustees was January of 1959.

Jarrell: I think it's very interesting, the close time frame between the establishment of Cabrillo College and the siting of UC Santa Cruz in this county. Santa Cruz opened in 1963, but it had been decided in 1961 or 1962.

Hyde: Right. And most of us who were involved in Cabrillo were also involved in this effort, too.

Jarrell: That's a huge addition to the cultural and educational life of this county, having two institutions of higher education roughly about the same time.

Hyde: It's made a big difference.

Jarrell: Yes. I'm very interested in the precursors to your actual involvement with Cabrillo.

Hyde: Okay. One very personal way was that upon my return to Watsonville after school, and working for the Emporium and so on, that my army reserve assignment changed from the 91st division at the Presidio of San Francisco, to the army reserve garrison at Fort Ord. Also assigned to the army reserve at Fort Ord was the founding president of Monterey Peninsula College, Calvin C. Flint, whom I got to know. He was a short, peppy man, a lieutenant colonel in the army reserve, and a most interesting scholar and educator. He was a graduate of Stanford. He had formerly been dean of Roberts College in Istanbul, and during World War II the army had sent him back to the Mediterranean area and to Istanbul as a military intelligence officer. He was full of

interesting stories of spies, mystery, and intrigue that he had experienced in that area. But even though he was president of MPC, Cal Flint did not have a doctorate. He decided that was something he wanted to do, in making his career as a community college president, and so he enrolled at Stanford in the school of education. In the summer of 1952, Cal Flint and I had reserve training together at Fort Ord. I took my pregnant wife Perky, and my daughter Marilyn to my mother's home in Carmel and commuted with Cal Flint on a daily basis to Fort Ord. He was writing his thesis in his off-hours about the feasibility of a community college for Santa Cruz County. I was exposed in the car to the discussion, so I knew a lot about Santa Cruz County, and he knew a lot about higher education and what was happening. I became aware of the community college developments, and later I was aware of his negotiation to become the founding president of the Foothill College district, which developed Foothill and De Anza community colleges. He was the first superintendent, president, of the Foothill College district, and was hired from the Monterey Peninsula College job to do that.

Jarrell: Because there was a whole flurry of community colleges on the Peninsula. The College of San Mateo was pretty old, but it developed a new campus in the early 1960s. Then there was Foothill College, De Anza College.

Hyde: Well De Anza is a part of the Foothill College district, and was part of that territory. And he developed Foothill starting at, I believe it was Mayfield High School, as a temporary campus and then he worked with Ernest Kump, who later had ties here, to do the planning for the present Foothill College campus.

Jarrell: Which is so beautiful.

Hyde: And we can talk about that. And which later had ties to Cabrillo, because Foothill was Ernie Kump's "Korean caper," and Cabrillo College later became Ernie Kump's "Monterey caper," both using slumpstone bricks and outside balconies in the design. That's the basic background on Cal Flint, who comes back later in the story.

Let's talk a little bit about the community college, the junior college movement. In this area Hartnell, and what became Gavilan College were founded as extensions of large, rural high school districts. The government-paid higher education under the G.I. bill proved to be a major education revolution, comparable to the land grant college act in the mid-19th century. On my return to Berkeley, and then on to Harvard, there was real excitement among my classmates. While the overall emphasis of going back to school was to make up for lost time in the service, and learning how to get a better job, for many a new love of learning was engendered. Beyond the classes, the tuition and subsistence payments, while not lavish, enabled particularly those of us who were single guys, to get along. So in addition to the job seekers, in this market was a group of energized, academic men.

The community colleges or junior colleges came into their own. Hartnell had a fine agricultural program at this time, in addition to its university lower-division and vocational courses, and one could live at home and commute. Hartnell started expanding its enrollment with former GI's. This showed an increase in junior college enrollment, as well as enrollment at the University of California and state colleges. My backward guess is historically that in this area the Santa Cruz County high school graduates had previously matriculated in this order: first San Jose State University, second UC Berkeley, third Stanford, and fourth Santa Clara University, with the community colleges up until this time a very small fraction.

The chamber of commerces of Watsonville and Santa Cruz and the American Association of University Women [AAUW] activated education committees, and although I was very busy in my retailing and family activities of building a new home, I did become involved. At a risk of poor recall, I can remember some of the people who were involved in this community college effort over quite a period of time. A key one was Carl Connelly from the San Lorenzo Valley, and the local state legislators. I believe Senator H. Ray Judah. Definitely Assemblyman Glenn Coolidge, and State Senator Don[ald L.] Grunsky.

Jarrell: And this would have been what year, this gathering together of an advocacy group?

Hyde: 1956 to 1959, something like that. 1955, maybe. From the AAUW, I was not aware of the Santa Cruz components of that, but Marguerite Blaisdell and Bridie Franich, particularly from south county, were involved, and Otto Larsen, the president of the Pajaro Valley Bank was involved. I was on his board of directors, and saw a lot of him.

Out of all of this, there was a measure to start a community college in Santa Cruz County. The territory on the south would include the entire Pajaro Valley high school district, which included the northern part of Monterey County. About the same time I was approached in a phone call by Santa Cruz County Pajaro District supervisor Francis Siliman to encourage me to run for election to the board of the new district if it was formed.

Jarrell: This was a ballot measure that had to be voted upon?

Hyde: I believe it was in November of 1958. The vote was successful, and under the education code, the board was to consist of seven members, representing various districts of roughly equal population. But the election was by the new district at large from district candidates. I said yes to campaigning for trustee. Living in Corralitos, my district base encompassed the Freedom, Corralitos, and Aptos elementary school districts. The candidates campaigned at various candidate forums, mostly arranged by chamber of commerce and the AAUW branches, and churches. In the Santa Cruz city area the forum took place at the school which later became Louden Nelson Center, the former Laurel School. That forum was sponsored by a group I had not heard of before nor have I heard of since. It was entitled Americans United Against Communism. Filing to run against me was Dr. Forest Murdock, a recent arrival in the Aptos area, who after a long, successful vocation as a school administrator and superintendent in the Santa Clara Valley had crowned his career as the founding superintendent and president of El Camino College, which district adjoins on the south side of Los Angeles International Airport. Forest and I immediately liked each other, even though we were contenders. I

campaigned on a platform of providing new opportunities for the area young people, while controlling costs. Forest touted his experience, successful track record, and time commitment. We started picking each other up to go to the candidate forums.

I do not remember all who were running for the various seats, but I did get to know and measure the final winners in the process. What I'd like to do is just list them, and we'll talk about them.

From the Watsonville district was Margarite Blaisdell, a Stanford graduate, and wife of a practicing Watsonville physician. She had actively participated in many community activities and was well known. I knew her well. She had been an active Democrat.

From the district encompassing Monterey County, Aromas, and Salsipuedes, was Joe Chamberlain, who owned and operated a large cattle ranch just north of Chittenden Pass, where he lived with his wife and large family. Joe was a real independent character, independently wealthy, who wore cowboy boots all the time, including the time he had on formal tails when his daughters had their San Francisco debuts. A UC Berkeley graduate in anthropology, he had earlier spent time with Ansel Adams at Yosemite. Joe was a member of the Rotary Club of Watsonville, and had served on a school board as a school trustee of the tiny separate Railroad School elementary school district.

From the district immediately north of Borregas Gulch, which included Capitola, Soquel, and Live Oak to the Santa Cruz city limits, was Keith Shaffer, who owned and operated an orchid nursery and had considerable real estate holdings along 41st Avenue. Keith had gone to UC Berkeley and was a pilot in the military service. He is an astute, caring, no-nonsense businessman.

Jarrell: So this is a listing of the founding board of trustees of Cabrillo College.

Hyde: Yes. From the city of Santa Cruz district was Albert "Bud" Rice, a partner in an established independent insurance brokerage business. Bud was the youngest of the group. He was a Stanford graduate. His wife at the time was from the Canfield family.

From the San Lorenzo Valley district was Carl Connelly, a UC Berkeley graduate with a long time background as a successful realtor in the San Lorenzo Valley. He had long been extremely active in San Lorenzo Valley affairs, and was prominent in the Republican party. He had lobbied long for the San Lorenzo schools, and for the formation of the college district. He maintained a keen interest in high school and college football all his life.

From the North Coast, Bonny Doon district was Arthur Hubbard. Art is a very bright engineer, who at the time was manager of the Lockheed test facility on Empire Grade. He had a new wife, Mary Kate, whom I met for the first time.

The election was in January, 1959, and I won my election against Forest Murdock handily, I'm sure, because I had better name recognition in the area. Forest spent the rest of his life, another twenty years or so, as a volunteer in the community. He was truly a wise and valued advisor, friend, and participant in the new colleges that developed. He was particularly helpful in discussing and recommending financing, bonding, curricular, and building issues.

The new board of the college was convened by county superintendent of schools Norman (Sig) Lien in his office on Pacific Avenue in Santa Cruz. Keith Shaffer was elected chairman and we immediately got to work to find a superintendent, president. We got copies of Cal Flint's thesis and two advisory groups to suggest qualified candidates, one from the education department at UC Berkeley, the other from the education department at Stanford, and the new board started reviewing files. We as a group were not all that impressed with the possibilities and asked Cal Flint, who at this time was starting up Foothill College, if he could suggest candidates. Cal said, "There is a bright, competent dean of social sciences at Long Beach City College with a doctorate from Stanford. You ought to look at him." His name was Robert Swenson. He flew up on Pacific Southwest Airlines and we immediately liked his ideas, his steely blue eyes, and saw that he could get things done. We started negotiating to hire him. As a sidelight, Bob was living at the time, in Cerritos, and during a break in one interview, I did a very personal check by calling the only other person I knew in that town. I called Ed

Humenny at his office. Ed was from Illinois, and had been my lower bunkmate at OCS in 1944 and in my class at the Harvard Business School in 1947 to 1949. Ed acknowledged that Bob Swenson was his next door neighbor, and I received an unfiltered report.

With Bob Swenson hired and able to give input, the next priority was to give the district a name. Cabrillo was soon adopted. Next came key staff appointments, and Bob proposed Floyd Younger as the assistant superintendent for academic affairs, and Lee Harris as the assistant superintendent for business affairs. There followed quick staff work and board action. The board members all respected each other, and under Keith Shaffer's leadership it all jelled. We had frequent meetings, near unanimous decisions, and a real sense of community pride and accomplishment. Bob Swenson and staff worked very hard and diligently at hiring faculty, planning, and implementation. Swenson lined up interim space in Watsonville, looking at the obsolete high school building that was no longer used by the district. It dated from 1910, I believe.

Jarrell: And which building was that?

Hyde: This is a building that's no longer there. It was on the property, where the circular building is now, on the high school property on East Beach Street, and Lincoln Street. It had been abandoned for the 1925 building . . . He recommended that we open the college and start getting the capital from the seat tax that fall, and the enrollment that fall of 1959. So that's a pretty quick time. He interviewed faculty candidates in the breakfast nook of the house we rented across the street. They were heady days for all the board members who disciplined themselves to stay on the policy issues and out of the operational activities, but we were there all the time, and charging the line all together to get this new enterprise going.

Jarrell: I'm very interested in how the site was selected for the current campus, from whom the land was purchased, how many acres it is, the selection of the architect. It was certainly an award-winning campus when it opened up.

Hyde: We had Swenson hired, and then he started a team of people moving quickly, taking a lease on the old Watsonville High School building to start the college, and he moved to take the E.A. Hall middle school playground and ball field there to start an athletic program. He brought in a then abandoned Watsonville auxiliary naval air station building in Freedom, and brought that in to the Watsonville High School campus near the athletic field to use for showers and athletic facilities and I earlier alluded to it, picked a small bungalow across the street from the high school as the college office. He started discussing a timeline for opening the new campus for the fall semester of 1961. This was now middle summer of 1959. It was a very short time schedule to get a new campus going. To do that required planning, site selection, purchase, voter approval of the concept and a bond issue, hiring an architect, site plans, construction drawing, bidding, hiring a contractor, speedy construction . . . to just mention a few, any of which could upset the plans. And all the while new students started coming to the college which opened at Watsonville High School in the fall of 1959.

The board was particularly involved in the site selection and the physical planning. The two went along simultaneously, with the site selection starting first. With the history of the north-south Santa Cruz/Watsonville competition and mutual suspicion, we three south areas trustees in running for the board had vociferously stated a position that the new college site selection should be located between Watsonville and Santa Cruz. Some Watsonville sentiment was that it should be halfway between. The staff, looking at state guidelines and enrollment potential, and recommended building space needs and acreage needs, came along, which the board adopted, and then the needs were publicized. An advisory group of realtors and bankers from throughout the district was assembled, and then the board began getting from staff, screened feasible places for the college. It seemed everyone in the area had strong feelings and likes and dislikes.

Jarrell: Was there established a minimum acreage that would be necessary?

Hyde: Yes. I don't remember exactly at this time what the space size was, but it had the criteria of buildability, of access, of utilities, water, and price. The possible sites actively explored from south to north were generally along the north side of Highway One

between Larkin Valley and Rob Roy junction; along the east side of Freedom Boulevard from Rob Roy junction to Day Valley Road; along the north side of Soquel Drive south of Valencia School.

Jarrell: And of course back then it was very undeveloped there.

Hyde: Yes, there was some development coming into Aptos Village, but it was very undeveloped. And then the portions of the Porter Sesnon lands which extended north from the beach across Soquel Drive to the east of New Brighton Drive. These were the Porter Sesnon lands that extended up in here.

Jarrell: Oh I didn't know they extended all the way across and up to the present Cabrillo College campus.

Hyde: Yes. They extended all the way up the Silesian college up here. This was the area that was later given to UC and funded Porter College. I was in on that. That's another story.

So there was the Porter Sesnon land, which extended north from the beach, on across Soquel Drive, east to New Brighton Drive. And then lastly the site in the Capitola area on the south side of Highway One, where the Capitola airport had been closed in 1954.

Board members visited all the possible sites. Leadership on the board for this issue came from the two members most experienced in real estate transactions, Keith Shaffer, and Carl Connelly. But there was genuine dialogue by all. Concurrently, there were screening selections for site architects to have site input as well as to translate and forecast college programs into buildings and infrastructure plans. Early on the Porter Sesnon site became an unofficial favorite, and contacts with the owners gave encouragement to the efforts of the college. Through Watsonville attorney Philip Boyle, who represented the Porter Sesnon family, it appeared that the area north of Highway 1, between New Brighton Drive and Borregas Gulch and extending north to the crest of the immediate hills, might be purchased by the college at a firm, fair negotiated price, and the Sesnon family would welcome the transaction, and expedite it to meet the tight building schedule.

From the college point of view this was good news, for it would be a single property transaction and would not involve time-wasting condemnation proceedings in assembling a site. I personally liked the site on the freeway because it was the principal location between the two potential student sources in Watsonville, and the Pajaro Valley, and the students from the greater Santa Cruz area to the north. I also liked it because it adjoined Borregas Gulch to the east. This meant that it was adjacent to the historic boundary between Rancho Aptos and Rancho Soquel, which had been determined under the Mexican government in 1833, and also had traditionally marked the school districts and other governmental boundaries. I could say to south county doubters that it was right on the line between Watsonville and Santa Cruz, even though some continued to remind me that the site was actually closer to Santa Cruz than Watsonville.

Some other problems surfaced. A man named John Karchez, a retired farmer, who earlier had supported the idea of the college, and who lived on Freedom Boulevard, almost across from Valencia Road, loudly insisted that the site in his area was preferable to the Porter Sesnon location, and also had a proven well water supply. He raised questions about the water supply for the Porter Sesnon location. Karchez was a well-meaning, impetuous older man and he riled up some of his neighbors and some of the Farm Bureau folks. His possible site was a varied terrain and involved accumulating several parcels. I do not know if John Karchez had any personal motives for selling his own property or getting a site near his property, but his cries there resulted in a brief site re-evaluation.

At about the same time as some of the architectural planners were giving high marks to the Porter Sesnon property, there was a comical sidelight centering on central county water issues. Karchez had a water witch who doubted there was an adequate water supply on the Porter Sesnon property. A water witch is someone who takes a forked branch or other instrument and in holding it and concentrating, supposedly could tell whether there is water under the ground. In addition to consulting with all the local knowledgeable civil engineers and well drillers, most Cabrillo staff and board members tried their hand at witching. And at this time my wife Perky and I gave a water witch

BBQ party at our home in Corralitos, where the guests wandered around trying their skills out on our back pasture. And for some of us the forked sticks could indicate where the underground water lines were passed.

Anyway, there was eventually a test boring on the Porter Sesnon site during which John Karchez watched every move. About the third try along Porter Gulch Road showed a good promise of adequate water. Bob Swenson in the meantime had explained openly what was going on and had met with John Karchez.

Jarrell: It must have been a thorn in his side.

Hyde: (laughter) It was a tempest in a teapot.

Jarrell: And a slight delay.

Hyde: Only slight. Then there was another, more serious challenge to the time schedule. While the Sesnons through Philip Boyle were talking a fair negotiated price for the property that seemed a good value to the board, particularly to Shaffer and Connelly, the details of the transaction as they emerged had a sticking point. Members of the Porter Sesnon family, although having Santa Cruz County pioneer roots, had long been engaged successfully pursuing the exploration for oil in California. In fact at the time they had extensive producing oil well interests in the San Fernando Valley in Southern California, and in southern Monterey County. Although the preferred sale price seemed good, the Sesnons insisted as a matter of principle and prior experience, that they keep mineral rights under the lands. Keith Shaffer, from his own background of real estate, plus growing up near the gas fields of the San Joaquin Valley, and after discussing the matter with the site and construction people of the state of California department of education, the building part of that, was just as adamant that the college should obtain a fee simple or complete ownership title to the land. So two stubborn leaders faced off on a sticking issue, Porter Sesnon, Sr., California capitalist and corporate director disagreeing with Keith Shaffer, well-informed chairman of the fledgling Cabrillo board.

Jarrell: Can you imagine, if they'd retained the mineral rights and they'd found oil? That happened all over Los Angeles.

Hyde: It blows the mind. My own personal thought was that it was not a big deal, that there are ways of drilling for it from the side. Based on my own family's experience of dry holes along the faultline of Chittenden Pass I was skeptical about whether there was any oil there anyway. I would have personally passed on the issue, but I did not oppose Keith and accepted his leadership in holding for the fee simple title.

Porter Sesnon had the final say and the deal went to condemnation as to price, and all parties tried to keep the matter moving forward. Phil Boyle, who in my earlier experience had been slow in getting his law work done, although effectively representing his client, did manage to move the litigation along. I do not now remember the details as to acreage, price comparison, and building budgets, but I believe this detour added something like $150,000 to the acquisition costs of this magnificent property by Cabrillo College. But the schedule was virtually intact.

Jarrell: How had the land been used over the years by the Porter Sesnon family?

Hyde: They had it leased out for farming and grazing. It had not been extensively used.

Jarrell: But they used it as a vacation home?

Hyde: Only in the summer. The house itself was not well insulated, and did not have central heating. It was a summer house that had been furnished in part and the garden developed based on Porter Sesnon Sr.'s activity with the Panama Pacific Exposition of 1915, where some of the parts of that exposition were dismantled, particularly the Oriental gates and gardens had been transported down to Santa Cruz County on the site.

While the site selection was moving forward there were contacts and interviews with various architects and planning firms. The economy was not robust and there were hungry architects and planners courting the Cabrillo business. Our vice president for business, Lee Harris, led the effort with Bob Swenson. The board screened applications

and began reading up and taking presentations from those who appeared promising. Most were from the San Francisco Bay Area, but at least one was from Monterey County. One firm of interest which had a good reputation on school construction was the firm of Masten and Hurd. Charles Masten had a reputation as the dean of school house construction performance. He was in his late sixties, and he had built a lot of high schools on the San Francisco peninsula and in the San Jose area. Our inspection group met Charles near Morgan Hill and we drove to a newly completed high school on the west side of San Jose that the firm designed. I was not impressed by the stark design, but was impressed by the professionalism of the key people we met, although they had not previously designed a community college.

Another firm we interviewed was that of Ernest J. Kump of Palo Alto. Kump's firm had designed and had just completed Foothill College in Los Altos, and we toured that site with Foothill president Cal Flint. At Foothill we found that the firm had designed a creative yet repetitive basic slumpstone concrete brick series of buildings, with external balcony entrances, and upswept shaped roofs, a "Korean caper," someone called it. The layout and parking areas of Foothill responded to Cal Flint's experience, and the large lecture halls and lab buildings seemed well conceived. Kump was a fast, but thoughtful, polished talker who had a fine ability to explain and sketch his concepts. We also met his chief conceptual design person, Art Sweetzer, a very young, somewhat brash but very creative artist turned journeyman architect. Lee Harris explained that he would eventually recommend a budget to us, but it was important in an architect to have solid design and practical, straightforward plans that could be interpreted, bid on and built by general contracting firms. All of us from the private sector started to learn about the ways of schoolhouse architecture in a state bureaucracy. This state bureaucracy now had a new mission of monitoring the new, quickly expanding community college sector.

Jarrell: What was the state's role in monitoring it since this was a bond issue within this district?

Hyde: The state has big roles in school house construction.

Jarrell: In terms of building codes.

Hyde: And approval of plans and so on and space ratios. It's a very large bureaucracy.

Jarrell: And a formula for everything.

Hyde: Yes. For me coming from the private sector, this was a whole new ball game. But Lee Harris was a master at cutting through this. That was why a firm like Masten and Hurd with a lot of experience had some advantages from Harris's point of view.

Anyway, we were facing the bureaucracy and time was awasting. In discussions among ourselves and Lee Harris and Bob Swenson, we looked for someone highly experienced, with good common sense, who could move along our construction project. I do not remember how we met him, whether Lee Harris introduced us, but in this regard we met Cabbel, Gwathmey. Gwathmey had both an engineering and architect degree, and licenses, and had much experience with the army corps of engineers on major, complicated public works projects. He was a solid, bright, experienced person. Out of all this, Cabrillo eventually hired these somewhat three disparate groups as a joint venture called Cabbel, Masten, Hurd, and Gwathmey. I'm sure Swenson and Harris helped encourage this joint venture. It proved to be a winning team for Cabrillo. Kump and Sweetzer created and placed the footprints. Masten and Hurd produced the complete, very detailed drawings that would interface with the state bureaucracy, cross-checked costs and material availability, and suggested details. Gwathmey kept the Cabrillo schedule and cut through to achieve a desirable, straightforward result.

Jarrell: What was the role of the trustees in approving the design? It was very unusual for that time.

Hyde: While Foothill might have been termed the "Korean caper" . . . we sometimes talked about this as the Monterey caper, with the buildings essentially like some of the things they had learned at Foothill, but the buildings in their own way were being compared in some ways to the two- and three-story adobe buildings in Colonial

Monterey, with the outside balconies. The board liked this and Sweetzer was the one who brought it together.

Jarrell: When the campus was completed did it receive any design awards?

Hyde: Yes it did, but I don't remember specifically. Some of the campus's features included the footprints of the buildings and the small ampitheater close by the library, the library as central with easy access, good parking planning, good access planning, walking areas on various levels. One of the issues in later years, of course, is for access for handicapped people. But for that time it proved to be an excellent design. The site, with a beautiful vista out to the Bay, and the playing fields below, with athletic facilities is great and has been readily expandable over the years.

Jarrell: Is there still more land to expand?

Hyde: The current master plan involves major new buildings which are currently underway. There are some parking structures, moving several of the programs up to the top of the hill, a place eventually for performing arts, expanding that. The design for a performing arts facility which holds 540 people is a jewel. It was done on the cheap and doesn't even yet have air conditioning, so there are some problems with that.

Jarrell: I've read that in the next decade or less Cabrillo's going to almost double in enrollment size to about 20,000 students. Is the building planning that's going on going to accommodate that kind of growth?

Hyde: I'm not personally involved in it now. Yes, I believe they are making those plans. But then there is the Watsonville Center that is just opening this fall, which, I believe is due to accommodate something like 4000 students, that's not full time equivalent, that's part-time students. There are plans for expanding that. I had a tour Tuesday of it last week and liked what I saw, and have been in on the plans for that.

Jarrell: Where is it located?

Hyde: It's expanding the old downtown post office opposite the plaza in downtown Watsonville. Then there are plans also for the San Lorenzo Valley, Scotts Valley area. I'm not aware of the specifics, but that's what the current board and administration are looking at.

Jarrell: Cabrillo opened in 1961. What was the initial response in terms of enrollment and the participation of this county?

Hyde: The county really coalesced together, and accepted it as their school, their campus, their higher education facility, in a way that had not been seen before, and still exists today, with great support.

Jarrell: So your enrollment projections and the rate of growth were very successful, exceeding the projections?

Hyde: They were. And of course at the start, the college was bigger than needed for the immediate part. As you may realize, in the start of UC Santa Cruz, one of the chemistry buildings was there, and my first office was in the chemistry lab and Jack [John E.] Wagstaff and the UC Santa Cruz physical planning was next door. Don Clark and the library staff were there, and Dean McHenry and Virginia Campbell and Barbara [A.] Sheriff had a small office right in what was to be the natural science division office there. So the ability of the university to pay for those rented facilities helped Cabrillo along as it was building up to the usage of the campus.

Jarrell: I know that during the early planning for UC Santa Cruz that the skeleton staff was housed at Cabrillo College.

Hyde: The initial staff was housed there, and then moved to the UCSC campus, to the Carriage House and Cook House.

Another key aspect of Cabrillo was the financing. In addition to taxing for operations, a bond issue was needed, requiring a 2/3 vote in the spring of 1959. Younger and Swenson developed the program, and then they costed it out and translated it into bonding and

repayment schedules. In the process the board was involved. It seemed like a lot of money to me, but stood examination and checking of the details. The board members unanimously recommended it and went on to organize a grassroots campaign for voter approval. The trustees really worked on this measure with all the constituents of the community and it was a resounding success.

I met with Joe Chamberlain in the kitchen nook of the Cabrillo office, and we tallied the election results. We had high endorsements from every precinct in the district, even in Aromas and the north Monterey County areas. Other than the patriotic fervor that I had observed in Santa Cruz County during World War II, the Cabrillo success was the first significant expression of total county commitment and support. It was the start of something good for the community, the area's own college. I still have great pride in having been part of that team of trustees, officers, faculty, staff, and advisory committees of this enterprise where I served as elected trustee for 23 years. Floyd Younger and Bob Swenson assembled a key staff, Swenson made recommendations for the teaching staff, and the board endorsed a salary formula based on the schedule for comparable colleges. The cost of living in the area was low at the time, and those who signed on arrived ready to contribute, to help plan, and to put up with inadequate temporary facilities. Lee Harris and Bob Swenson assembled the salary schedule for non-certificated staff. So we didn't favor the academic staff with this kind of thing but there was not a formula because the non-certificated people had community comparisons for similar jobs.

I will just mention names of key staff that come to mind. Jim Stackestad, Ric Hart, Canon Jenson, Dolores Abrams, Sandy Lydon, Larry Severing, Ed Sundburgh, Bob Bulgowski. He and Larry Severing were those who started the athletic programs. All these come to mind. The common threads of the recruitment for the faculty were subject competence, teaching skills, and commitment to students. The board members enjoyed the interaction, and although we were careful to stay on the policy side of the line there developed a common rapport and enthusiasm between the board and the faculty.

While at a bond planning meeting one evening word came in that a Cabrillo team bus returning on Highway 17 had crashed into the dividing post of the fish hook curve.

There were many injured students taken to Santa Cruz Community Hospital emergency room. We all rushed out to the hospital and tried to help the frightened parents and the friends. While there were some serious injuries, there were no deaths. But this kind of experience forged real rapport between the board, faculty, and students at that time. Cal Trans soon redesigned the highway intersection.

One of the things Bob Swenson continually reiterated was that the community colleges under the state master plan for higher education had responsibilities for the areas of vocational, technical training beyond high school, and public services, in addition to having responsibilities for the lower division transfer credits to state colleges and the University of California system. Local committees were formed which matched needs with training requirements, and some of these took longer than others to work out. But all were done with thoroughness. Health specialties including dental assisting, dental X-rays, and hygiene, X-ray technology, RN and vocational nursing, plus construction technologies were all places of matching students and job requirements. The members visited Los Angeles City College, with some of the board members and faculty, to learn how they were doing this. They were kind of a model in the south part of the state as far as matching these requirements. Eventually in the 1970s there was a joint powers agreement between Cabrillo, the county office of education, and various school districts for a regional occupational program (ROP) which endeavored to track high school students continuing on in increasing their skills. Funds here were provided for an on-campus facility. With other board members and county office personnel, I visited several southern California ROPs, and Las Vegas, Nevada Community College, and its south Nevada vocational tech center, to find out about its successful food technology program.

Tom King, a well-liked local chef, started at Cabrillo an outstanding food technology program, the one that is now conducted at Sesnon House, training chefs, cooks, diet specialists, restaurant and food managers, bartenders and waitpersons for skilled jobs needed by area restaurants, hospitals, and clubs.

A few words about Bob Swenson. The board selection of Bob Swenson to lead the start-up organization has proved to be the major lynchpin of the success of Cabrillo. Swenson

was a newcomer to an area that had old traditions and alliances, and he simply hit the ground running and soon had everyone on his team. Professor Henry Hill comes to mind, of *The Music Man*, but Bob is more than a salesman and more than a musical director. He came with solid academic credentials, teaching experience, a distinguished naval record in World War II, community college administration exposure, and an indefatigable work ethic. Plus a great sense of presence and humor, if not of patience. He was always everywhere, talking up his exciting vision, interviewing staff, flushing out ideas, and cheering on the community. He had two twinkly eyes above his rather engaging, off-center warm smile, but those eyes could look right through you if he needed to get something done. He in a way was a model for Dean McHenry later, but we'll bring that up at a future time! (laughter)

Cabrillo has grown and prospered to become an outstanding local college in spite of the somewhat uncertain place that community colleges occupy in California higher education.

Jarrell: Why do you say that? The uncertain place in California higher education?

Hyde: In spite of the Master Plan neither the state nor some of the educational organizations of our state really believe in or only pay only lip service to the equality of the community colleges. Although the chancellor is technically equal in power to the chancellor of the state college system and the president of the University of California, which have different missions, the community college system is still kind of a stepchild in the whole system, even though it is teaching the greatest number of students of those three public entities. That's why I say this. I believe Cabrillo mirrors and fits the needs of our community and has high academic standards, and is economically run. Its graduates, both terminal and those going on to four-year colleges have done well. I believe Cabrillo occupies a preeminent spot among California's rural single campus community college districts, and I separate those because I think that places like the multi-college districts of San Mateo and El Camino, American River, etc. are in kind of a different place than the Cabrillos, the single campus districts.

While Bob Swenson was first, the succeeding presidents, John Peterson, Robert Argrella, Cliff Nichols and John Hurd have continually moved it forward and kept it relevant. I chaired the search committee that selected John Peterson as the second president of Cabrillo on behalf of the board at that time. The establishment of the Cabrillo College Foundation pulling private support was an early idea of trustees Keith Shaffer and Carl Connelly with Bob Swenson's strong endorsement, and then there was volunteer legal support from attorney Bill Locke-Padden. This foundation has also been a great success in engendering support. Then there was the great success of the 1999 bond issue to provide expansion and upgrade facilities which attested to Cabrillo's current established and highly supported position in the community.

Jarrell: I know that the Cabrillo story is an ongoing story. I believe you said you were elected six or seven times to the board of trustees, so you had a long, continuous involvement.

Hyde: Yes, Carl Connelly and I stayed on for twenty three years.

Jarrell: Yes, it's so interesting because at the same time you were involved with that, then you became involved with UC Santa Cruz, and never let go of the Cabrillo piece of your life. There's such a coincidence in terms of the parallel establishment and growth of the two campuses of higher education in this county, which previously didn't have any. Would you discuss the origins of your involvement with UC Santa Cruz?

Founding the University of California, Santa Cruz

Hyde: Around 1956, the chambers of commerce and the AAUW committees became more active as there was interest in a Central Coast campus by the University of California. The California alumni associations were active, and there was one in both north and south county. At that time, President Robert Gordon Sproul of the University made regular visits to the area and made speeches to inform us what was going on. The local alumni associations were mostly heavily involved in the athletic and big game mentality, and rah-rah types of things, but behind all of that was the fact that people had gone on from Santa Cruz County to higher education; their academic careers had

influenced their lives back here in their businesses and professions. There was a warm feeling, particularly toward UC Berkeley. There were a few who had gone on to UCLA, but most were from the Cal side. Then there was a very strong and active Stanford group. We were all friends.

Some of us did some thinking about having a UC campus here, and I went to see Tom Polk Williams, who was a UC Berkeley-trained civil engineer, then working in Santa Cruz, who had a civil engineering and surveying practice known as Bowman and Williams. Tom and I pulled out some of his maps and we started looking at maps of the area, of what were possible sites, including the Cowell lands and properties. The Aptos S & S Ranch, which was the plateau area between Rio del Mar and La Selva Beach, and an open area in the Salsipuedes area around the McGrath Ranch, seemed like potential sites.

We asked, where is there land that could be assembled? Where is the transportation net? Students would be coming from the entire area, from Monterey County, from Santa Cruz, from the entire state and nation. So we looked at it from that point of view.

Another area that was particularly attractive was in San Benito County, between Highway 101 and San Juan Bautista. There's a triangle there of the road that goes from 101, bypassing San Juan Bautista on the south, and then there's another road that comes from the Chittenden Pass road that comes into San Juan Bautista. That was a fairly undeveloped, at that time, triangle in that area. To us that was really prime because it had easy access from the entire Monterey County area. San Benito County had more cows than people, but it also had great access from southern Santa Clara County, and was also reasonably attractive from this area, too. So we were trying to see what was the big thing. That last idea of San Benito County was soon shot down by the San Benito County board of supervisors, who declared that they had absolutely no interest in having a University of California campus anywhere near where they were!

The Monterey County people also touted a site near Salinas. I believe it was southeast of town. Another area was the Tarpey Flats area joining the back side of Fort Ord.

About the same time there were changes in the University. Bob Sproul ran the University organization as a single-minded, somewhat heavy-handed administrator, who had great ties to all the constituencies, but the job was getting bigger and bigger. In my own college days Sproul would go to UCLA for three or four months, would set up residence there and be the president of the University of California in residence at UCLA, while the rest of the time he was at Berkeley. Then there was the medical school at San Francisco, which was pretty independent, but also had immediate ties to Berkeley. And I'm not sure exactly when the UCLA medical school started. But anyway, the job was getting a lot bigger and you couldn't do hands-on administration in each place, and the University developed the system of chancellors for each of the campuses. But the individual campuses had chancellors to administer them, and the University administration got its own separate headquarters. Clark Kerr was the first chancellor of the Berkeley campus. When Sproul retired, Kerr was named President of the University.

Jarrell: This is all outlined in Vern [A.] Stadtman's book on the history of the University of California.[1]

Hyde: There was a change in the administrative structure of the University. Even though the University was talking about and successfully responded to the G.I.'s coming back. That was just kind of an immediate, let's-do-it kind of thing, expand the departments and let's get the G.I.'s through the place. But this was just after that.

But eventually a group of University officers showed up here to look around Santa Cruz County.

Jarrell: What had preceded that?

Hyde: These committees and the AAUW. Don Grunsky organized the visits. These are the ones I remember. Locally, Don Grunsky, Gordon "Scotchy" Sinclair of the *Santa Cruz Sentinel*, Marty Franich, Tom Williams . . .

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1. *The University of California, 1868-1968.* New York: McGraw Hill Book Company, 1970.

Jarrell: How about Norm Lezin?

Hyde: Yes. Norm Lezin. There were two UC vice presidents, James [H.] Corley, and Stan[ley E.] McCaffrey who visited. The key academic person was a man named Tom Holly. So the three vice presidents, high-level University people, came down.

Jarrell: This was an investigation for the first time, exploratory?

Hyde: Yes, the natives are restless down there and let's send somebody down and talk to them.

Then later, there was a formal action by the regents, which was to search for a Central Coast campus. At the same time, the regents are looking, and Kerr is obviously involved in this thing and leading, but there's a new Orange County, south Los Angeles County site that's looked at, which became UC Irvine, and a San Diego County site. And this was called the Central Coast site. Larry Livingston, an architectural planner, was hired by the regents to recommend Central Coast sites. One morning when I was at the store, a fellow merchant in the next block, Leon Alexander called and said, "Can you come over?" He had a visitor who was interested in the Cowell site selection. I hurried over and found Larry Livingston, whom I remembered slightly from my undergraduate days. The Livingstons and the Alexanders were relatives, distant cousins I believe, long standing Northern California Jewish families. My wife Perky knew a lot of these San Francisco people Larry was involved with. We talked about possible sites. I spent part of the next day with Larry.

What I'd like to do now is go from that to the time when Larry recommended the Almaden site. Larry recommended for Almaden and the regents decided for Almaden, and then there was the unselling time by the Santa Cruz locals which culminated in the famous bus trip.

Jarrell: I didn't realize that Almaden had really been settled upon, not formally.

Hyde: Yes, it had been. And I'll tell you about the unselling, and who the regents were that we contacted.

Larry Livingston made a thorough report to the regents on prospective sites on the new UC Central Coast campus, but much to the consternation of the locals he recommended a site in the Almaden Valley of Santa Clara County. Most of the site was owned by a Catholic novitiate. The regents adopted his recommendation. Locally there followed a great amount of planning to persuade the regents that the Cowell site was better and persuade them through lobbying. Bob Swenson and the Cabrillo board and staff members were involved as an unofficial project. Other names I remember specifically were Scotchy Sinclair, editor of the *Santa Cruz Sentinel*, Norm Lezin, Les Ley, the then manager of the Santa Cruz Chamber of Commerce (he died soon after that), Frank Thomas of PG&E, Tom Polk Williams, Bud and Steve Wyckoff, and on the political front Assemblyman Glenn Coolidge and Senator Don Grunsky. I remember, but I'm not sure whether they were committee-wise, but they had some input. One was George H. Cardiff, who managed the Cowell estate and was living here on the Cowell property in what's now known as Cardiff House. And senior appraiser Noel Patterson, who was a real estate guy, an older gentleman who had close ties to the Cowells and the whole picture of land usage in Santa Cruz County.

I believe Scotchy Sinclair contacted the Cowell Foundation folks, perhaps University vice president Earl [C.] Bolton unofficially, and also there were resolutions from the city council at that time. A brochure was developed showing the Cowell property and the sketches of how buildings might be placed on the land. It was up in the central part of the Cowell Ranch land because the key . . . most of us realized and could see the problems of UCLA and Westwood where the campus had been sited in the middle of open fields and the city then was pressing at that time. There was terrible congestion at the entrance to UCLA. That was the reason, from the local point of view, of putting the campus in the central part of the Cowell property. My basic point was that Santa Cruz County really wanted the University to come.

I personally was involved in two aspects of this lobbying effort. Tom [B.] Porter, a prominent local UC Berkeley graduate, a partner in the Driscoll Berry Farms was a close personal friend of Regent Edwin [W.] Pauley, a Southern California oil man and appointed regent by Governor Edmund G. Brown, Sr. I briefed Tom Porter about the Cowell site and he in turn met with Pauley and pitched him on the advantages of the Cowell site. The report I got back from Tom was that Pauley liked both sites but favored the Almaden site because there were old homes nearby which could be fixed up in providing housing for students, and Pauley reflected back to his own student days, and the happy times he had experienced living with his fellows in cheap but serviceable digs. I phoned the father of my UC Berkeley friend Bob Olson, Regent Gus Olson. Gus, a native of Paso Robles, was a classmate and close friend in student times at UC Berkeley with former Governor Earl Warren, who had appointed him a regent. Gus farmed extensively in the Sacramento delta with a homebase of Clarksburg. I talked to Gus on the phone while he was cooling off in his seaside place near the mission in Carmel and told him about all the advantages of the Cowell site. He was most interested and promised to follow the situation and declared he knew the sites.

At the next regents meeting Gus Olson moved, and it was approved, that the regents reconsider the selection of the Almaden site. A regents committee was formed to visit the Cowell and Almaden sites. The local group prepared a low-key reception and meeting with the regents committee at the then recently constructed Congregational Church located on Cowell-donated land on High Street. I think it was September or October of 1960 or 1961. The meeting was in the new common facilities of the church, which had a broad deck overlooking Monterey Bay. It was an unseemingly hot Indian summer afternoon and the whole sweep of the Bay stretched out beautifully from the Cowell ranch out across toward Monterey. The temperature was probably in the high 80s or the low 90s, but there was just a hint of a cooling breeze off the Bay. The regents committee arrived in an air-conditioned Greyhound bus. They stayed about twenty or thirty minutes for a restroom break, and we served cold, non-alcoholic drinks, punch, coffee, and cookies, and mingled with the group. I particularly remember talking with Regent Elinor Heller. We showed them the sketches of a possible configuration on the land, and

then they got in the bus, waved, and went up on the Cowell ranch generally along what's now Hagar Drive to the Upper Quarry, and soon departed.

The report on what happened next is secondhand. The air-conditioned bus later went back over Highway 17 to visit at the Almaden site. The Indian summer day in Santa Cruz turned into a blistering, boiling hot day in the Santa Clara Valley, with a heavy smog. The large air-conditioned bus was too big to get onto the narrow roads of the Almaden property so the group dispersed into smaller, non-air conditioned buses to tour the property. The heat was overwhelming. The smog made for smarting eyes and running noses, and the group was not impressed and returned to the big bus to go to a country club reception hosted by Paul Davies, Sr., of the Food Machinery Corporation of San Jose, a prominent UC Berkeley graduate. Reportedly the reception was heavy on hard liquor and a hard sell for the Almaden site, and the earlier decision began unraveling.

Another complication had come up about the Almaden site. The University would need to condemn to secure the property, and while Governor Pat Brown personally favored the site where the nearby Democratic voters had supported him while the Republican, Santa Cruz voters at the time had not supported him. By virtue of his constitutional role as president of the Regents, he would be placed in the interesting position of filing condemnation procedures against the novitiate owners of the property where his own son, Jerry Brown, was a supplicant. The decision eventually was made for the Cowell site with the Cowell Foundation settling for . . . $1200 per acre for 2000 acres I think was the price . . . and agreeing to contribute back to fund Cowell College.

I personally was delighted with the decision. As a child growing up in Berkeley, and later as a student there, I had grown up with the stimulation of the University, and the ferment of people, ideas, art, athletics, opinions and research that accompanied it. It bode well for our backwater of Santa Cruz County.

I continued to be involved, and when Dean McHenry was appointed chancellor Perky and I had them for dinner on Sunday, September 9, 1962. We had Don and Emily Clark

for dinner on September 22, 1962. Back to my old Berkeley friend and Harvard faculty guy, Don [Clark]. I rekindled that. Perky and I tried to do our part in introducing the McHenrys and the Clarks around Santa Cruz County. We saw a lot of the staff people and tried to be helpful. At the time, Dean McHenry was organizing meetings to introduce his ideas for a new campus, and to introduce various UC luminaries to the people of the area. The list of invitees was heavy on Cal Berkeley graduates, and the community itself was most enthusiastic and supportive. One meeting featured a talk by Edward Teller at the Santa Cruz Civic Auditorium.

At an earlier dinner at the Riverside Hotel (I believe it was the charter day of the University dinner, March 25, 1963) Barbara Sheriff asked me and my wife Perky to wait after dinner, that Dean wanted to talk to me. Perky and I were surprised when he asked us both if we might consider working for the University. He discussed briefly a role as business and finance officer that he explained could become the vice chancellor for business and finance with responsibility for the non-academic affairs of the new campus. He said that I had been working as a volunteer in higher education and I might consider a new career.

Jarrell: And this was a complete surprise to you?

Hyde: Yes.

Jarrell: He had not discussed this. So this came completely out of the blue.

Hyde: Yes, we were content with our life and career and its rewards and our three small children and home in Corralitos. We thanked Dean, told him it was a new idea and that we appreciated it and we'd think about. It was a new idea and attractive to us in that it involved an institution with which Perky and I and our families had long been involved with as students, and Perky's father as a professor at the medical school. We believed deeply in the role of the University. But I did not know about the new campus organizations headed by chancellors, although I had been quite aware as a youngster with many of the University officers in the old Berkeley southern branch model. The

chancellor model had started in the 1950s, when Clark Kerr, whom I did not know, had been named chancellor at Berkeley, and a chancellor had been appointed at UCLA and soon there was one appointed at Davis, Stanley Freeborn, whom I knew slightly.

I next met Dean on April 5, 1963 at his interim office at Cabrillo, where he had set up shop in extra space which was available since it was just starting up. I indicated a mild interest, but needed more background. I also needed to find out if I was compatible with Dean, whom I liked, and also for him to see how he liked my ideas on organization and planning. I agreed to take a short-term consulting role in the summer of 1963 with guidance from the statewide organization and the consulting organization that the regents had selected to look at campus organization. Creop, McCormick, and Paget were the consultants hired by the regents to come up with planning and organization for the three new campuses and its interface . . . and they probably had a role too in looking at how the total University picture would take place, and the president's office, and that organization. The CMP lead person was a man named Red Heneman. I met with him. Dean wanted me to prepare a sketch of an initial business and finance organization chart, manning, titles, tables and suggested job descriptions. I also met with University Vice President for Business and Finance, Elmo Morgan. He had a large part to do with the fiscal planning aspects of the new campus. Later he dropped some of the business part and almost all his activities afterwords centered on physical planning. I met with accounting officer Loren Futado of the president's office, and Berkeley accounting officer Nick Thode. I went to see my old friend from Berkeley undergraduate days, Erick [K.] Erickson, at UC San Francisco, who was the business and finance officer there, I'm not sure if his title was yet vice chancellor, and tried to learn about how the University looked at it. I worked at a desk in an unoccupied lab building at Cabrillo College, which had been rented to the University as a staging area. Dean was in a nearby office. Jack Wagstaff had been hired as the campus architect, and there was a busy group of planners and expediters of the physical plant. Don Clark was around and we had interesting talks about the feasibility of starting an online computerized book catalog for the library. It was an interesting time. I later went with Don over to IBM to talk to people about it. Some fascinating things were going on. Page [C.] Smith had been hired and Karl [A.]

Lamb, professor of political science was on board. They were most interesting colleagues. I saw a lot of Dean, heard his ideas, and basically liked his exciting plan to start a new, high-quality University of California campus at Santa Cruz, with his plan of separate undergraduate colleges on the magnificent Cowell site. I was awed by the site. I spent a lot of time up there with Jack Wagstaff and crew and got to visit it regularly.

Perky and I discussed the move and challenges and I talked with Ford's board and the major ownership groups in Watsonville. I eventually said yes to UCSC employment and Dean prepared papers for my employment as business and finance officer, what he and I thought would be a routine matter.

Jarrell: It wasn't?

Hyde: No. President Kerr presented my name on Friday, January 17, 1964, as a routine regents agenda item. It was noted by senior regent Edward Carter, a prominent retail executive from southern California, who had been in Dean's undergraduate class at UCLA. Carter said something to the effect that Hyde was in retailing and he wanted to check on him, to hold my name.

Jarrell: Weren't your background and your CV all there, Harvard Business School?

Hyde: Yes. I had met him. He had talked to my class at the Harvard Business School. But he had other things on his mind. The meeting adjourned and left me in limbo. Carter was engaged and went out of communication, got married, and went off on a honeymoon and missed the next regents meeting. There I was in limbo. The matter dragged on with much frustration all around. There were lots of rumors in Watsonville and this was the regents item. I finally, in frustration, called my late father's closest friend, Paul Fussell, Sr., in southern California, a prominent Los Angeles lawyer, who knew Carter well, and asked him to intercede for me. That did the trick and I was finally approved. My official employment start date became March 1, 1964, with a notation that the reason for the employment was a new position to develop business services at Santa Cruz.

In looking back, I entered a job such as few people have a chance to start and grow with. I liked and admired Dean immensely, and we developed a close working relationship. I organized the non-academic activities, something like acting as chief of staff, being careful to stay out of the realm of academic policy and direction, other than recommending where it looked to me that the academics were pursuing inefficient or unaccountable activities. I concentrated first on staffing to select key members to fill the organization, that I had developed the summer before, and which Dean had approved. Some of this I did before being officially hired, during the time I was waiting for regental approval. Dean was involved, and met with, and ultimately approved the people selection. I kept him informed of what I was doing and who I was looking at. Overall I tried for a balance of technical competence in accounting, architecture, management, or professional experience, some background with the University of California, or other educational experience, and the temperament to be a team player.

Jarrell: You were starting everything from scratch, even through you had some kind of a template from the new organization of the UC campuses.

Early Appointments

Hyde: But I had to fill it in with people and wanted input from those who were here already, and those who were coming on board. Dean wanted close contact and he realized that he could give personal input into certain parts of the campus. He really wanted to hold onto the campus physical planning side, the architects and engineers, the campus budget and the personnel aspect. He kept in close touch with those. He did not initially cut over to me the full responsibility for the architects and that unit, where he already had his ties with Jack Wagstaff.

Jarrell: Are you talking about the financial side of building the campus, and the architecture?

Hyde: And the campus planning committee, those aspects.

Jarrell: This was a huge capital investment.

Hyde: Yes, there were many architects. I was spending probably a third of my time on that. Dean did early on give me his coveted authority that if he was unavailable to approve cutting trees over six inches in diameter on campus; any tree that size needed his or my initials on the approval before removal. All hands knew that cutting a tree was a serious proposition. I became a third person in an already established relationship that Dean and Jack Wagstaff had, and established what to me was an easy, but sometimes frantic workload, in regards to college physical planning and construction. This was wild.

Jarrell: Who oversaw, for instance, all of the contracting?

Hyde: That was out of Jack Wagstaff's office.

Jarrell: Now what about disbursement of funds? Was that out of your office?

Hyde: We had a financial section in the architectural office. Jack had an administrative assistant named Sally Hegland who kept a close eagle eye on that particular part. There was a whole stable of different project architects for different functions. Lou Fackler had responsibilities for the engineering aspects of it, and in some ways acted as a chief of staff to Jack on that.

I started interviewing people. I needed a person to become a personal secretary, an administrative assistant to me, and somebody who could eventually be administrative assistant in business and finance. I brought on Elizabeth [A.] Penaat, a bright individual who had public and private sector experience and knowledge, and also knew something about what was then called automated data processing, ADP, which was just emerging to blossom into the technology of computing. She started work April 13, 1964, and became a trusted associate, helping in many ways as our activities multiplied.

We needed to cope with and integrate the tiny start-up campus of UC Santa Cruz into the complicated UC accounting and financial system, so Dean and I asked Joe Pastrone to transfer from UCLA. Joe had recently graduated from UCLA in accounting, while in school had worked part-time in the accounting office, and was currently on full-time

status there. We initially assigned him an office at UC San Francisco, where he could start our operation using their equipment and communications, and have policy access to the San Francisco accounting officer, Joe [N.] Poon, and Vice Chancellor Erick Erickson. Joe would come down about once every two weeks, I'd stop by and see him in San Francisco, and we were on the phone a lot. As you may know, Joe eventually became controller of the entire University.

On the campus budget side, Dean and I interviewed quite a few people, and from the East-West Center at the University of Hawaii we recruited a wonderfully competent and hardworking junior budget officer named Takaaki (Taka) Izumi, who brought up-to-the-minute knowledge from schooling and experience with program budgeting.

As campus personnel manager we hired John [K.] Mortenson, a Berkeley graduate who had grown up on the Monterey peninsula and had a lot of local knowledge about the area job market. The human resources designation was unknown at that time. John came from a position as a personnel officer at the Kaiser Aluminum Company in Moss Landing.

The academic personnel function remained in the chancellor's office, but John assured that all the campus business and benefit personnel functions were properly accomplished and coordinated, as well as recruiting procedures for the staff positions. He immediately started taking care of that.

As campus business manager we hired Edmund Krider, who had recently taken early retirement as president and CEO of the Montgomery Ward Corporation, a major U.S. mercantile company. Ed had attended Dennison College in the Midwest and was most interested in our starting up of Santa Cruz with small colleges. He was willing to accept a campus salary just to be part of the enterprise, jumped right in, and was a wonderful, solid, experienced, thoughtful, and unflappable campus business manager.

At about the same time, Jerome [B.] Walters was hired as an assistant business manager, kind of a jack of all trades with Ed, but we knew Jerry had specific experience applicable

to planning and developing the housing services. Jerry is a local lad who had graduated from UC Santa Barbara, and as a student had worked in housing there. He was just completing a term of army military service, after receiving a commission through ROTC.

We asked Wayne [S.] Ove, a Berkeley graduate, to transfer from Berkeley, where he was working for my old Berkeley neighbor Lew Baker, who was responsible for all University purchasing functions. Wayne welcomed the opportunity to do our startup under mission direction, although he knew how it had to be coordinated with the detailed purchasing protocol developed over many years by the University. That was already part of a whole bureaucracy. Lew Baker had been there for many years and was the father of one of my high school friends. He had really ruled that purchasing shop with an iron hand.

In building grounds maintenance and services, early on we asked Don Gilstrap to transfer from UC Davis, where he was a junior manager in the Davis buildings and grounds organization.

Jarrell: Just to interrupt for a moment, when you were kind of "raiding" the other UC campuses . . . it doesn't sound like it's a lot, but the guy that came from UCLA, somebody from Berkeley . . . was there any kind of sour grapes . . .

Hyde: No, there was a friendliness about it. Joe Pastrone was recommended by Bob Rogers at UCLA, a friend of Dean's, a business and accounting guy, and he really wanted to make us succeed, really enjoyed what we were doing.

Jarrell: So it was all in the family.

Hyde: Yes, it was an all in the family kind of thing and this was a place to bring people on.

Jarrell: Yes, and then they could start and grow in a new place. I just wondered if anybody ever said . . . I would imagine all of the new campuses experienced that. You would naturally have a network from your old affiliations.

Hyde: Yes. And there were the three new campuses coming on and lots of ties in there.

Don Gilstrap came with a can-do attitude and hit the ground running. Since there was not a water supply on campus, Don, and Lou Fackler, the campus engineer who was already on board in the physical planning office, rigged up a series of army surplus metal tanks on top of the hill above the library site, to act as a reservoir until we could cut into the city of Santa Cruz water, which was part of the key University-City agreement on the site.

Jarrell: What was the source of the water for those tanks?

Hyde: There was an existing well, I believe.

Jarrell: I'm interested because there has been some controversy over the University's use of city water.

Hyde: That was part of the agreement with the city negotiated earlier by Earl Bolton. Elizabeth Penaat, Jack Wagstaff, and I did some exploring for water and drilled wells. Somewhere down below there's water. Down below here through the limestone, there are some sources here that could be tapped, I'm convinced, if we could figure the geology out. You just look at the water that oozes out of the springs down below us here. It's here and needs to be worked on as the Santa Cruz area now has a major water problem; the population has moved ahead of the supply at Loch Lommond Reservoir and people haven't planned very well for that.

Public safety. Dean and I had a long discussion about how this should be organized. Immediately we needed police powers quickly on the 2000 fenced acres where a curious public was swarming. I arranged for Dean and myself, Gilstrap, Wagstaff and several others to be officially deputized by the sheriff of Santa Cruz County. We did not get badges, but . . .

Jarrell: Why the sheriff?

Hyde: The sheriff has overall responsibility for public safety in the whole county. And the sheriff has the power to deputize people. We just became a posse. We had cards and were delegated arrest powers if necessary, but we never had to use them. For police, Dean thought that a small unarmed service force, dressed as forest rangers with broad-brimmed hats would match our law-abiding campus with the physical features. But I seriously disagreed with Dean on the matter of arms. But I was open-minded and checked a lot of developing models such as that in the city of Sunnyvale, which has successfully fielded a public safety force combining police and fire services. Their policemen all had fire equipment in the back of their cars and key firemen also had arrest powers, and so on. It's continued. It's an interesting model.

Jarrell: So you were deputized?

Hyde: Yes, but that only lasted . . .

Jarrell: It was an interim thing. But didn't all the campuses at that time have their separate, independent public safety departments. Berkeley?

Hyde: Berkeley and UCLA did. It was also starting up that way at Davis and Santa Barbara. In the University-City agreement here were promises for police and fire protection within the city limits, and we had delineated early on where the city limits were going to be. That was another discussion, the city limits. In essence putting the planned initial built-up area of the campus into the city while leaving the balance in the the county. This was because the city didn't have any major forces available for forest fire protection and the county in the unincorporated areas had basic ties to the California Department of Forestry, the CDF. There were also mutual aid agreements. The city line was essentially set to include the planned initial buildings on campus within the city and the unincorporated beyond that.

Jarrell: Were you involved in these negotiations?

Hyde: Yes.

Jarrell: And also, who was the University counsel that sat down and helped you and the chancellor?

Hyde: There were several of them. Aletha [R.] Titmus, an assistant counsel in the office of the general counsel of the regents was involved in this as was Earl Bolton's office. We went for the more traditional public safety model used by the other campuses, with the city, county CDF, police, sheriff and fire forces mirroring those parts. There was an immediate need for a fire chief because of the need for fire prevention of the campus buildings. We needed emergency exits for buildings, for access of fire trucks and so on, and the road network. We selected Frank [A.] Borges, who was retiring as chief of the fire department at the Naval Postgraduate School, Monterey. I'd met the Borges family who had lived in Santa Cruz County while Frank was overseas in the navy. For police chief we selected Robert Lansberry, a former sergeant of the city of Berkeley police department, who had a master's degree in English from UC Berkeley.

We selected Bruce [C.] Lane, a Berkeley-trained architect with an engineering background to oversee space planning on the campus. Bruce immediately went to work coordinating space in academic planning, physical planning and the budget office.

While this was going on, Dean McHenry was rapidly moving forward on the academic front. With all staff, he continually talked about the plan for the campus as he and Clark Kerr had envisaged—a new concept for public higher education, of college units, centralized common facilities. We must make it work and it should cost no more than the traditional campus. The first college was to be Cowell College, with amenities funded by the Cowell Foundation. Dean had selected historian Page Smith, whom he had known at UCLA, to lead and organize this. I believe it was early 1963. Page still had ongoing teaching responsibilities at UCLA and when I became involved at Santa Cruz he was commuting on weekends from UCLA and was trying to spend time up here in leading and organizing this. Dean and Page spent a lot of time together planning both the physical part of Cowell, but also selecting faculty and planning programs.

As director of overall academic planning Dean selected Byron Stookey, a young Harvard graduate, with graduate school and education experience.

Jarrell: Did you work very closely with Byron Stookey?

Hyde: You should interview him. A wonderful, articulate guy. The three of them, that's Dean, Page, and Byron, went lion hunting together, seeking quality, teaching-oriented faculty to sign on. And all of this got involved in meeting prospects at airports, taking campus tours, or explaining the plans. Dean asked me to contact some of my Berkeley faculty and others I knew he was interested in.

Even with a college model, there was still a need for some centralized student services, the registrar particularly, admissions. The registrar, and centralized student services would eventually be headed by Howard [R.] Shontz from the Davis campus. Howard started his planning while still at Davis. He was an icon at Davis and my Davis friends kept telling me how their loss was our gain. But before he arrived, Dean sometimes asked me to represent the campus in this area, and I was particularly involved in the planning of student health services, and later recruiting Dr. Ruth [A.] Frary as campus physician. I attended several student meetings.

Public information and gifts and endowments were handled directly by the chancellor's office, by Dean and Barbara Sheriff, with great help from the functional staffs of the UC president's office. But from the start I had input and coordination directly with these areas, particularly with Sarah R. Molla in information in the president's office at Berkeley, in their public information and news releases and all of those aspects.

In the development part, Paul Christopulos, Roger [J.] Samuelsen, and Duke Morrison were involved.

Jarrell: Now Roger Samuelsen was working in Bolton's office after the war.

Hyde: Right, and he was particularly involved in the start-up of the UC Natural Reserve System.

Jarrell: Yes. I've interviewed him on that.

Hyde: Paul Christopulos was the one who had alumni ties and things like that.

Jarrell: But they weren't working down here.

Hyde: They were working in Berkeley on behalf of the entire University, but Dean used them. My little tie to Duke Morrison went back to my boxcar experience coming back from France, when he was a captain of the army air corps coming home with me when we learned about the A-bomb. So it was kind of nostalgic to tie this back to the Iron Duke.

We needed someone on board here for development and endowments. I was involved with Dean in the recruiting of Gurden Mooser, who had been with the J. Walter Thompson advertising agency in New York. Dean invited him out and he arrived November 15, 1964 at the Monterey airport, came over and had dinner with Perky and me, stayed all night with us. We had a few guests in for dinner and there was an earthquake as the guests were arriving. We all felt it and were all talking about that and Gurden Mooser arrived and he'd been in his car and hadn't felt the earthquake. So we didn't scare him with it. Gurden was a winner, and it was a great relief when he finally arrived and took charge of the activities in the early spring of 1965. He jumped in and it was great to have him on board.

Campus Organization

I think I've covered the ways things worked with the business and finance side. On the other hand, on campus I had dealings with the total campus organization, with student affairs, with public information, and particularly with the academic side. The academic side was administered through a series of deans. Dean McHenry envisaged three divisions: humanities, which included the arts; social sciences; and natural sciences. Dean used the title vice chancellor for the division leaders, while on the conventional campuses they might have been called deans. These officers were responsible for the disciplines, which were pointedly called boards of studies rather than departments, the

difference being that the people in departments were physically aggregated, while the boards of studies in the Santa Cruz model were dispersed, except so far as research labs made aggregation necessary. For the scientists and the social sciences there was some aggregation of faculty, but it was planned that all of the faculty would have a home in the individual colleges, where they would have close ties and involvement with a human-scale community, while obviously sciences needed aggregation of heavy-duty labs, of social science labs with windows that you could look through and not be observed and all of those kinds of things that had to do with laboratory facilities. And of course, in the arts too there were needs for studios, some of which could be aggregated and some which could be dispersed into the colleges. So it was a mixture in that way.

Jarrell: Did you talk with Dean McHenry about the notion of boards of studies as opposed to departments, such as exist in all of the other UC campuses?

Boards of Studies

Hyde: Dean and I had observed many inefficient departments in the traditional universities, sometimes because of a lack of leadership by department chairs, sometimes because department chairs had really not been mentored or trained to leadership, and sometimes because there were unstable, short-term rotating chairmen of departments. Many times the departmental operation had been left to clerical staff, which did not meet faculty needs and/or make a unified voice as far as the operation of the department was concerned. They were unstable, and sometimes they did not meet faculty needs. Dean wanted our business staff to provide faculty, wherever they were located, with top-notch services, with phone and message answering, transcription, mail, distribution—all of the things that were common to boards of studies, wherever the faculty was. And there was obviously some need for business managers in laboratories, and assistance to people in the major science building. There were needs for storekeepers, for technical people with equipment, and Dean wanted that to be administered as efficiently and as carefully as possible. Of course all of these people had to go for supplies and for equipment through the whole purchasing chain, which, as I've said before, had heavy University bureaucratic aspects to it.

Jarrell: One aspect of Dean McHenry's critique of departments in the University of California system and in American higher education was that it was discipline-driven and that the departments made all of the faculty appointments. So we had a very unusual situation here, where the college and board of studies would have joint, 50-50 power in appointments.

Hyde: Yes, we talked a lot about that, and there were heavy budgetary responsibilities here. Essentially the college provost and the faculty of the college had to get together and work with the people in the disciplines. That made for a lot of meetings, and generally a pretty interesting collegial kind of situation. Dean was interested in interdisciplinary interaction . . . where natural scientists could talk, for instance, with someone in the social sciences. That also included the arts, where early on Dean was very conscious that although he was a social scientist himself, that the arts provided a spark of humanity, of knowledge and perception that was needed by the scientists, and vice versa. So that was part of the philosophical reason for this melding.

Jarrell: The divisional deans were not appointed immediately. McHenry said in his oral history that he was giving the colleges a head start, so that the three divisions, social sciences, natural sciences, and humanities, were really not developed until the college structure got a running start. Is that your understanding of the evolution?

Hyde: Yes, he wanted to give this a running start. We talked about when you start a new collegiate institution and depart from the norm, that it's very difficult to move the bureaucracy around. We also talked about how faculty members' educational experiences shaped their attitudes forever after. So they tended to replicate their own experiences, and while faculty might become very radical on certain issues, faculty generally were very conservative as far as departing from the norm.

One of the initial faculty was Sig[fried B.] Puknat, who had come from the UC Davis campus and had some administrative experience there. I don't know if Dean talked to him about a future in administration, but he became involved initially with Cowell

College and the initial faculty there, and then was selected out of that environment to be the first vice chancellor for humanities.

Jarrell: And at that time you were calling them vice chancellors, instead of the later nomenclature, which was deans.

Hyde: Yes, later they became deans. It was an effort in part to build up the title of provost, which until that time had been used at least in the University of California context as a major academic title, provost Monroe Deutsch comes to mind, and then there was a provost at UCLA, and so on. The provost title was generally used in academia throughout the country.

Jarrell: McHenry talked a lot about all of these different titles that were used in the UC system. Provost, dean, preceptor, and . . . the idea of the provost of the college. That was a new definition of the use of the title provost in the UC system.

Hyde: Yes, it was a whole new organizational thing. Initially he was cheered on by Clark Kerr, who thought these were all good ideas. I believe provost was always used for the San Diego colleges, San Diego being the other experiment, where the colleges were maybe 4000 to 5000 each in size, while the size of the UC Santa Cruz colleges was 600 to 1200 in size for each college. The title was picked up by the central administration, and on the line items of the budgets as provost. Preceptors we can talk about later.

The initial three vice chancellors were of different backgrounds and temperament, but each wanted to make Santa Cruz work and were prominent in their fields. I enjoyed all of them. I talked briefly about Sig Puknat, vice chancellor for humanities. He was an old-school, German scholar from the Davis campus, born in Germany, had immigrated at an early age, a somewhat introspective personality. He was a by-the-book operator who cared deeply about students and scholars. He was a master about knowing all the arcane University rules and how to use them to serve this campus and his boards of study. He had a particular interest in classical music, in addition to the German language, German history and literature.

Francis H. Clauser

Appointed as vice chancellor for natural sciences was Francis H. Clauser. Francis is a remarkably curious man, and a leader in science engineering. He and his twin brother, Milton Clauser, received their whole education, including doctorates, at Cal Tech, in physics, and then moved on into aeronautical engineering. Francis had key design input in the Douglas Aircraft Company's success, and then returned to academia. He was in charge of a research center at Johns Hopkins University when Dean found him and persuaded him to come to Santa Cruz. Curiously, his brother Milton operated a research center for MIT and was recruited to become academic dean of the Naval Postgraduate School in Monterey.

Lick Observatory

Dean appointed Francis as a key person in planning, and later, upon the regents' approval, of starting an engineering graduate professional school at UC Santa Cruz. Francis was also given responsibility for the academic administration of Lick Observatory, and there's a whole series of stories in *Eye in the Sky*, which is a wonderful book about the development of Lick Observatory and what happened with scientists being isolated on mountaintops while the theoretical and mathematician models and the physics and the whole natural science was catching up with theories. There were some real reasons for aggregating and bringing scientists together rather than being isolated on Mt. Hamilton. Anyway, the decision was made University-wide to tie Lick Observatory to Santa Cruz. In some ways there were happy people and there were some whose way of life was really being changed, moving from a very, very isolated community with its own one-room school down here to Santa Cruz.

Jarrell: As you well know, Lick Observatory was historically an autonomous UC campus, and the culture of Mount Hamilton and that lifestyle, versus being part of a more traditional campus was . . . as you say, there were some people who liked it fine, and there were some people who were very disturbed and upset by this shift.

Hyde: Right. And they had had a lot of academic power over the years, Director William W. Campbell had been named president of the University immediately succeeding the long term of Benjamin Wheeler, and was not that great an administrator for the total University. They then bounced off to David Prescott Barrows, political scientist, who didn't last very long and then there was some real turbulence, particularly in the academic senate during that time. Then Robert Gordon Sproul, who came out of a very different business and administration controllership kind of role, not out of the mainstream of faculty at all, took the presidency. But up to that time, and in looking at the *Eye in the Sky* book, Campbell, even while he was president, had kept his second home on the top of Mount Hamilton, to the consternation of the rest of the faculty who couldn't use the lovely building that's up there.

Al [A.E.] Whitford was the man on the watch when the shift happened and I had a lot of ties to Alfred Whitford as to the move and the buildings and grounds responsibilities, purchasing, all of these things that happened.

Jarrell: It's very interesting, because I interviewed Dr. Whitford on his directorship of Lick Observatory. Were you involved in these negotiations peripherally, or to what degree? This was a huge change.

Hyde: I was not involved, other than after the decision was made, how to implement it. There was some unhappiness, and yet it wasn't of my doing. I always found that they were wonderful people to work with.

Jarrell: It was certainly in my estimation one of the crown jewels that UC Santa Cruz got authority over, and became the home for Lick Observatory astrophysics and astronomy.

Hyde: It was a wonderful jump start in the physical sciences. And Francis Clauser really realized that, but I have a few comments about how that was. There was great consternation to the preeminent, but narrowly focused group of mirror technology, ground-based astronomers. Francis, coming out of the big physics research and also from the practical side of his time with Lockheed, I believe in design of the DC3 airplane

and so on, and that phase of it, he thought that with Lockheed close by between the campus and Sunnyvale, and Lick here at the Santa Cruz campus, that this was a natural place to develop a manned orbiting telescope, and jump into the space race. The space race was starting up and was a major federal policy. I enjoyed making some preliminary contacts with the Lockheed management, but I was saddened by the academic tensions between Francis and my Lick Observatory friends.

Jarrell: What was the nature of those tensions?

Hyde: You'll have to read it in *Eye in the Sky.* They were just flabbergasted that Francis would be considering this manned orbiting telescope at all. Another thing, at the time that the U.S. landed on the moon, Francis and NASA had worked out a situation where they took a large amount of timing equipment up to Mount Hamilton which they assembled next to the Shane telescope there. The man on the moon got out of the capsule and placed an aiming stake down with a parabolic mirror that he aimed as close as he could back to the earth, hopefully toward the Mount Hamilton area. It was a parabolic reflector. The equipment that had been taken up there had a laser component, and the laser fired at the moon to the spot where the landing had been, and then the echo from the parabolic mirror came back down through the Shane telescope. The time from the firing of the laser at the speed of light reflected from the moon was measured within an accuracy of a quarter of an inch or something like that, this distance from the top of Mount Hamilton to that place on the moon, thereby providing a very key element in the basics of space, of how far actually is the moon and so on, in the measurement. It didn't work the first night, but I think it was the second night that this came. To me this was exciting, and a real interesting thing, but it does not appear at all in the official history of Lick Observatory.

Jarrell: Who were the key personnel at Lick involved in this experiment?

Hyde: I'm not sure. I think Robert Kraft and Stan Vasilevskis were involved. There were obviously technical staff people who were in on it and NASA did a lot on it. I'm not trying to get a lot of controversy on this thing. Anyway, Francis was great to work with.

The vice chancellor of social sciences was Robert D. Calkins. Bob Calkins was CEO of the Brookings Institution, a premier Washington think-tank, whom Dean persuaded to come to Santa Cruz. He was a graduate of the College of William and Mary with a doctorate in economics from Stanford. He later taught at Berkeley, where he was considered a boy wonder, when in the 1930s he became dean of what has become the Haas School of Business. Before moving to Brookings he had been head of one of the testing agencies. He was a very interesting, competent, experienced guy. He was given the assignment of planning, and upon regents' approval, of starting a business or management graduate professional school at UCSC. I appreciated him mentoring me, and just having Bob around was wonderful in addition, for he had broad personal connections in academia and government, in addition to being an extremely competent academic administrator.

Affirmative Action

Jarrell: The arrival of affirmative action which included women and minorities being recruited in the 1970s impacted all institutions of higher education in the United States. How did you grapple with this?

Hyde: I'd like to start by talking about my own personal background. My definition of this was the inclusion of women and minority representation in line with the larger community. This involved representation in staff where I had specific responsibilities, and representation in students, where I was extremely interested, but had no direct responsibilities, but had some say or involvement with the people who were administering it, and representation in the faculty, where I was not directly involved but where I cheered it on. I will go back to my background of family activism on women, where as a child of a single widowed mother and widowed grandmother, I was part of a women's world.

Jarrell: Of independent women, too.

Hyde: They were, yes. And my wife, Perky, was involved in the American Association of University Women, in the Watsonville chapter, and later became president of that chapter. But I was shocked in the 1950s when I found that a woman graduate from UC

Berkeley in engineering was not eligible for AAUW membership because AAUW had blacklisted the UC Berkeley engineering department. This was kind of a funny thing.

Jarrell: Karl Pister would love this story!

Hyde: This woman had made it through, but the AAUW didn't want her part as a member of that organization because they were trying to put pressure on the schools that weren't taking good care of women. So that was kind of an incongruous situation.

My wife Perky and my closest family friends were my boyhood chum Robert Birge and his wife Ann Chamberlain Birge, a childhood friend of my wife Perky. Ann was one of a tiny group of women who had attained her Ph.D. in physics. Ann's undergraduate degree was in music from Vassar and her Ph.D., which she got at the same time as her husband Bob, was in physics from Harvard. She was as smart as her brother, Owen, (who was awarded the Nobel in 1959) who received his Ph.D. in physics from Berkeley. We talked at length about how girls and women were culturally discouraged from taking hard science and mathematics and some professional things. So I'd had a little background on this.

My Berkeley growing-up experience was pretty white and Anglo-Saxon, but my experience in Watsonville was with Japanese-Americans, Mexican-Americans, Yugoslavs, Portuguese, Filipino and Danish groups. Early on at Cabrillo I became quite interested and concerned at looking at the Mexican youth in the community. In the 1950s and early 1960s only a quarter were getting through high school. You had a very small number going to college. The issue there was that half of the Mexican-American kids had dropped out by the time they got to the eighth grade, and then of those who got to high school, half of those had dropped out. I was concerned about that because I knew something about it and it was a real waste. That was, I guess, why I was particularly interested in Cabrillo and ran for the board.

On the UCSC campus, early on I was involved on behalf of a somewhat militant hiring issue. I don't really remember the specifics. Some Mexican-American staff felt that they

weren't properly classified, and didn't have proper salaries. They had a grievance with the campus, and the group hired Leon Panetta, a Monterey lawyer (who was also a county supervisor). I was involved. I had a series of meetings with him on it. I was on the opposite side of the table trying to adjudicate it as far as the campus was concerned and not get into a major lawsuit kind of situation. This was a fairly small-scale kind of thing, a personnel dispute. I had not known Panetta before. I had heard about him because he had been on the staff of Thomas [H.] Kuchel, and I had been Kuchel's campaign chairman for Santa Cruz County. But he came to each meeting so well prepared and so knowledgeable and so persuasive. I walked the line between bureaucratic University policy and eventually we got these issues solved in a low-key, but constructive manner, but it gave me an inkling of what was coming down the pike.

Jarrell: So this was a precursor.

Hyde: It was a precursor of things to come, and they came hard and heavy later. Some were on my watch and some were on Angus Taylor's watch.

The other thing that happened early on was that Cowell College hired a sociology professor, J. Herman Blake. I was always invited to the Cowell meetings. We had a small, close-knit group on campus. I remember after the provost's house was built I got to meet Herman and talk with him. He was a heavy-duty, stocky, rather confrontational African-American guy. His first words to me were, "Hal, it's really nice to meet you but I'm going to be assassinated here within the year." I kind of looked at him.

Jarrell: Very provocative.

Hyde: Very provocative. He explained that he'd been very deeply involved with Black Panther issues and so on, and with my responsibility for campus police I was concerned about this. We chatted a bit, and I immediately went and talked to the police people about it, and began checking his own background and I found that he had had a key role in setting up the food program that the Black Panthers had for ghetto kids and things like that. He was a very warm, caring person trying to pull a community together, but he

did have his confrontational style, too. So that was my first meeting with him. He was later named co-provost, originally, for Oakes College.

My own real opener on Hispanic issues occurred in a meeting at Cowell College in the summer. In the off-season, the business office rented campus facilities as far as possible for other groups that would like to meet on campus. In some cases there was University sponsorship for them, but in other cases groups wanted space to hold camps, to teach athletic skills or cheerleading. This was kind of a commercial arrangement. But one of the groups that was not particularly sponsored, was MAYA, the Mexican American Youth Association, or maybe MAPA, the Mexican American Political Association. Any group that was on campus would publish their program, and at lunch time many times I would go to hear whatever speaker there was. This was always interesting, to find out what was going on in a broader sense. My campus activities in those days were always so intense with so many different things going on, this was kind of a good way to have lunch and learn.

At one particular lunch at Cowell College the speaker was Julian Nava who had an unusual background. He was a graduate of Pomona College, and had come out of East Los Angeles to Pomona, a very rare occurrence, and then had gone on to Harvard. The audience were all kids, Mexican-American high schoolers, I believe, mostly from the San Joaquin Valley. He discussed with them a little bit about his background. He told them that it wasn't until he'd gotten into the service that he realized that he wasn't Julian the Mexican, but Julian who could be valued on how straight he could shoot, and what he could contribute to the squad and to the organization. These kids just kind of looked at him. Here was somebody who had made it. It was incredible. His words were striking to me as to how he had gotten there. I don't remember whether he was on the Los Angeles school board or the Los Angeles junior college board. I introduced myself later, and I've never seen the man since, but I was tremendously moved.

Soon after this, a man with an almost similar background was hired here. His name was Ralph [C.] Guzman. Ralph's background was similar to Nava only I believe he had come over as a very young person with his family. His father, I believe worked for the railroad

as a laborer. Ralph had gotten ahead through his high school in Victorville, or someplace out in that area, perhaps some time in East Los Angeles, and had gone to UCLA as an undergraduate. Then he had graduated and gone on to graduate school at UCLA in political science. At a later time, and I can't remember exactly when, Dean talked and worked with him and Byron Stookey on the concept that each college would have a different emphasis, Cowell being humanities, Stevenson social sciences, Crown natural sciences, and Merrill the international ethnic Third World, Porter College, the arts, and then Oakes College focused on domestic ethnicities. Dean got these wonderful scholars, Blake from UC Berkeley and Guzman from UCLA to collaborate, coming from these two very disparate points of view. I enjoyed working with them and learning about that. In the planning for Oakes I was particularly interested that the architects were McCue, Boone & Tomsick. Gerald McCue was the dean of architecture at Berkeley at the time. They had a different layout of the college setup with group housing and living rooms and so on, and it was also a smaller scale and it was wooden with shingles on the outside. It was very interesting how that went. Both of them had their input into that. And I went down with them to a regents meeting in the Los Angeles area when the plans were finally presented to the regents' committee on buildings and grounds, flew down with them on the plane and flew back and it was a wonderful warm experience.

Somewhere along the way the militant Hispanic students made demands on Guzman that Blake thought Guzman had crossed a judgmental line, and there resulted an alienation. I never knew the specific details but was saddened by this break between two competent champions of minority issues. When it opened in temporary quarters in College Five, later Porter College, Blake was in charge and Guzman took leave and became Assistant Secretary of State for Latin American affairs in the Carter administration. He returned to become provost of Merrill College and died an untimely death. I'm not sure of the details.

But to go back to the main theme of affirmative action, this was bubbling up in the total University picture and by decree the campuses were told to appoint affirmative action officers for that. I guess by default I got the non-academic part and [M.] Brewster Smith

was given the academic portion. Brewster was a wonderful person. He became vice chancellor for social sciences, a psychologist by training, replacing Calkins, when Calkins felt that his future was not here because the business school had been scrapped. So Brewster Smith became vice chancellor of social sciences and in addition to his other duties was asked to be the affirmative action officer as far as academic personnel was concerned. So we started working together. We hired an affirmative action officer who had responsibility for complaints and issues. In 1973 Eugene [H.] Cota-Robles, a biologist who had been involved in the UC Riverside campus came. The total picture for affirmative action was at that time given over to Gene, someone who as a Mexican-American was a minority himself. He had responsibility for the whole picture. I continued by interest but I was no longer the point person on it.

Jarrell: In interviewing you I have re-read Dean McHenry's oral history, volumes two and three. I am struck by what I guess you could call the old boy male chauvinist point of view, not to criticize Dean McHenry at all, but he had grown up when you would talk about a man in political science, or a man in this . . . and all of the nouns and pronouns are all male. When you are recruiting you are thinking, well you want a man in this field. I was really struck. The world he grew up in and the world that he was bringing to Santa Cruz was an old world. And what you're talking about with affirmative action is an overturning of that world.

Hyde: I don't think Dean was concerned about the overturning of it. I think philosophically he understood that part.

Jarrell: What was his attitude?

Hyde: His attitude was pro all this, and he encouraged Mary Holmes at Cowell. There were very, very few women in the initial appointments.

Jarrell: I'm not faulting Santa Cruz, because I think that was true across the board.

Hyde: There wasn't a big pool out there.

Jarrell: There wasn't a big pool of qualified women?

Hyde: We brought in the plant physiologist Jean Langenheim.

Jarrell: But I'm saying this was a shift in the world.

Hyde: Yes, there was a shift in the world. And I've known a few old bears in the woods who thought things should not change, at Cal Berkeley, particularly. But as far as I was concerned let's grab hold and go on, even if I didn't understand it completely. But I'm kind of on the fringe when this shift happened.

Jarrell: It was a huge shift, and it has defined the evolution of this campus. Both women and minority recruitments in the faculty and in the staff and in the student body.

Hyde: Sure. And then my assistant was Elizabeth Penaat.

Jarrell: Yes, who became a vice chancellor.

Hyde: She was very knowledgeable in this issue and shared with me some of her experiences with chauvinistic administrators at systemwide. Yes there was a big shift. This came as a directive from University-wide, that this should be done on campuses. It was roughly 1970.

Howard Shontz and the staff in student affairs were involved with the issues of students. I'll give you two examples of my particular involvement there. I understood the aspirations of students I personally knew from Watsonville, and tried to encourage them and others I met on campus to enroll and apply. One of those was Manuel Osorio, who had been a star football player at Watsonville High, and had not taken any college prep courses. He entered the service from high school and on his return started doing agricultural work. I encouraged him to start at Cabrillo College, which he did. He did well and got his AA degree and he's been off on an academic career. Today he is vice president of student affairs at Cabrillo College. Another was Ester Sorilla, whose father served with me in the Philippine Scouts. She attended Menlo Atherton High School,

where the counselor suggested that the beauty college would provide a good career for a young Filipina, and she did not take the proper college preparatory courses. I was livid when I found out about this counselor's advice, and Ester started a long road at College of San Mateo, and then entered UCSC, where she graduated with honors. And I discussed these students with Ralph Guzman, and met many others.

Jarrell: I would like your retrospective, especially in light of where we are now in terms of affirmative action, in terms of the regents' actions, and the state initiative, Proposition 209, which outlawed any kind of affirmative action in governmental or academic appointments.

Hyde: I'm sad to see the way it's come out, particularly with my Watsonville ties. I continue to work with students there, and I am currently working very closely with a student who has just started her junior year at Berkeley as a declared psychology major. I have experienced first hand a lot of the issues that she has had there—problems with the INS and admissions, and student aid, the interface with the bureaucracy at Berkeley. Sometimes I take my vice chancellor emeritus card and go beat on people's heads up there (laughter) because of the way they are treating her. It's been a very bad situation. On the other hand, she's getting a beautiful education.

Jarrell: Tell me this. During this era, the early 1970s, federal laws had changed. What was Chancellor McHenry's attitude on affirmative action? This was something that was entirely new in American education in the public sector.

Hyde: He was a political scientist and knew about these issues. He and others taught a course on utopian ideas. I think he basically understood what was going on.

Jarrell: The deeper substrata.

Hyde: The philosophical side of it. But he also was deeply aware of the practical problems of implementations, of the political realities. We never disagreed on these issues.

Jarrell: He was very supportive?

Hyde: Yes.

Jarrell: As vice chancellor, did you experience any difficulties, conflicts, people who were against this?

Hyde: Not specifically on campus but there were a lot of people in my home community of the Pajaro Valley that didn't understand these aspirations. And there still are some.

Jarrell: Here we are thirty plus years later and it certainly is as contentious an issue, even more so, I would say, than it was then.

Hyde: Yes, I know some of the players.

Academic Planning

Hyde: Let's talk about academic planning. One of Dean McHenry's early hires was Byron Stookey, a wonderful, creative, imaginative, and warm colleague, whom Dean entrusted with developing the academic planning for the enterprise. Byron had attended Harvard as an undergraduate and had personal experience with the Harvard undergraduate house system. Upon graduation he had served a short stint as an army paratrooper training officer. He knew a lot about the educational process and the Harvard School of Education. He had some graduate school.

Jarrell: Do you know how Dean McHenry found about Byron Stookey?

Hyde: I believe it was from one of the deans at Harvard.

While the basic concept of the Santa Cruz colleges was Dean's and Clark Kerr's, it was Byron's job to flush out the details of the divided faculty efforts between the colleges and the disciplines and the boards of studies. But he was more than a follow-up person, and Dean and Byron bounced off a lot of educational ideas between them. He also worked directly with the provosts as they were appointed, and as noted before, my staff worked

out details regarding systems, operations, reporting and accounting. So we had much interface, even though my own time was heavily committed in operational activities at that time. Byron suggested a lot of the academic appointments and did a lot of research on people and disciplines, and did a lot of the interviewing. He was generally a practical, no-nonsense person who was willing to debate his ideas as well as suggest new directions and experiments. The themes of the early colleges were broad to accommodate entering students. With the selection of Page Smith, the thrust of Cowell was humanities, but a student could be a chemistry or a psychology major there. Charles Page was appointed as provost of the second college, soon to be named Adlai [E.] Stevenson College, in an emotional outpouring of regard for Stevenson upon his untimely death, but which did not raise the substantial private funds necessary for the desired amenities at the college.

Jarrell: I know that the funds for endowing the college were not forthcoming. Were you involved at all in how that college became named? Or was that Chancellor McHenry?

Hyde: I was around for it and there were locals like Norm Lezin and others, Regent Elinor [R.] Heller, I believe, prominent Democrats involved with the University who felt that Stevenson was a real icon and that this would be so wonderful to have it named for him, as well as probably they felt that the funding would be forthcoming for it. I was a participant but not a lead person on this. So Stevenson College was dedicated to the social sciences.

Crown College's thrust was toward the sciences. In other words, early on there were the humanities, social science, and sciences. Kenneth [V.] Thimann soon arrived from Harvard and became the provost of Crown college.

Anyway, Bryon worked directly on these themes, including the fourth college of international third world, and the fifth with an arts emphasis. One of Byron's ideas was to found Methuselah College, to bridge the generations and inject senior experience into the lifelong learning process. We had a lot of fun taking this idea around, of bringing senior people as students back and mixing them with younger ones and different kinds

of faculty. There was a small-scale summer session experiment which was tried in this regard.

Stookey was really fun to work with. I'm not sure he thought that Methusalah was in the mainstream, but he was looking at how to bring this lifelong learning aspect onto the campus which University Extension under Carl Tjerandsen took on, which was a grand success . . . but much in the traditional way of University Extension, which had started with the Berkeley campus . . . Byron had thoughts of trying to tie that more into the mainstream of this campus. It may still be a possibility, but University Extension has been quite structured in the traditional mold, and then there are territorial aspects of it. Santa Cruz has Silicon Valley, which has been very important, and also has a small stake over in the San Joaquin Valley.

In addition to his academic planning presence on campus, Byron also had input in the starting of the Whole Earth Restaurant to serve the campus. Off campus he got involved with the Catalyst coffeehouse, which was a lot of fun to go to, although the Catalyst now has moved off into a high-powered rock nightclub. Early on it was a student hangout very much in the Harvard Square tradition.

Jarrell: Yes, it was a coffee house and you could nurse a cup of coffee all day and read your books.

Hyde: And meet the characters around. It was an interesting time because this was also during the time of the hippie movement, and Santa Cruz kind of became a halfway place between Berkeley and Big Sur and some of these people would be hanging out in that tradition. So there was a lot of life and sparkle in Santa Cruz.

Jarrell: Stookey was making these connections between the campus and the downtown.

Hyde: I was doing it with my old friends and associates from my business days too, and the responsibilities I had for implementing the University and city agreements. Anyway, Bryon was really fun to work with.

Byron resigned I think in 1972 to return to his roots in New England. His place was taken by Lloyd J. Ring, a competent Canadian with academic planning experience and a background in YMCA work. Byron's ideas continued under Lloyd and sadly Lloyd was under heavy marital pressures unrelated to his job, and committed suicide. His suicide note was immediately given directly to me on the campus, and then campus police chief John Barber and I rushed immediately to his home where we discovered his body. I still regret my lack of awareness of the signs of Lloyd's despair. While discussing tragic aspects of my role here, let me also mention the weekend afternoon I was catching up at my desk on campus, when acting Lick Observatory director Stanley [S.] Vasilevskis came with word that the wife of one of their instrument people, Lick librarian Constance Walker and her daughter had been killed in a head-on crash on Laurel Curve on Highway 17. The family had relocated off Mount Hamilton to Corralitos and the two were returning from music lessons in San Jose. Stan Vasilevskis and I scurried around, called my Corralitos store proprietor to ascertain where Mr. Walker was and where the car was and so on, and then Stan and I had the unenviable but necessary job of informing him that his life was changed forever. So my bonds with Lick people were certainly tempered in this adversity.

As a counter to this I want to indicate the happy experiences as the campus grew. Dean McHenry's initial group was so committed, so engaged, and so much a team that our work and social activities melded. Before the students came at the 1964 winter holidays time, University Librarian Don Clark and his wife Emily had a Christmas party which included faculty, administrators, architects, engineers, groundsmen, maybe 150 people with spouses at the expansive but somewhat run-down summer home that the Clarks had purchased off Sand Hill Road in Scotts Valley. The Clarks planned and did build their dream house on the same property, but this was adjacent to it. It had actually belonged to T.R. Hyde who had been the headmaster of Anna Head School in Berkeley, next to People's Park. T.R. Hyde's summer place was board-and-batten, Carmel-style and rambled all over and was a fun place that really needed repair. 150 of us descended on it and had just an absolutely marvelous dinner and party where age and station evaporated in celebrating our exciting task together.

Also truly memorable but completely different was the holiday event that took place in 1965 with the first students. The 18-month construction period of Cowell College had not been met and as summer approached we found ourselves with students accepted but no housing available. Although classrooms at Natural Sciences I, now Thimann Labs, were available and the loading dock there proved to be a fine theater stage.

Jarrell: You had an 18-month construction project for the first college with the idea that when the first class of students was accepted there would be dorms for them to live in?

Hyde: There would be dorms for 2/3 of them.

Jarrell: That did not pan out and so they ended up living in the trailers.

Hyde: They ended up living in the trailers. But we investigated all kinds of alternatives, from renting Pasatiempo Inn and other hotels . . . there was a new apartment house opposite the county courthouse that was just being constructed. We looked at that. I called the

navy and we talked about anchoring a ship from the reserve fleet in Santa Cruz Harbor.

Jarrell: No kidding!

Hyde: Anyway, we had a lot of hassle about what was going on.

Jarrell: Was this a big surprise? The pressure was on.

Hyde: The pressure was on. We knew we weren't going to make it. Everybody said, what are we going to do now? Business manager Ed Krider and assistant business manager Jerry Walters finally worked out a plan with campus architect Jack Wagstaff, and campus engineer Lou Fackler, to rent 54-foot commercial housing trailers and place them in a star pattern on the playing fields of the Field House. Lou Fackler worked to bring the utilities to a central hub and then each one hooked into utilities for water, gas, electricity, and sewer. Those were placed on the playing fields below Cowell College. The students were crowded but accommodated. The Field House itself became the

lecture and dining hall and the students were fed from the kitchen trailers located on the outdoor basketball courts. Had you arrived yet?

Jarrell: No, 1965 was the first class and I didn't arrive here until 1974.

Hyde: Okay, you were just a kid. Anyway, the holiday program in the Field House was a Cowell College, total University affair for the first students and all the staff of the University and Page Smith invoked the spirit of the occasion. Music professor Jan Popper also participated. He had come on a trial basis from UCLA to see if he thought that UCSC, a place that didn't yet have any music facilities, would be a place that he'd like. He had a lot of friends here and liked Santa Cruz. After Page Smith roused all the troops with his welcome and telling of what it was all about, we had a musical program and a student named Paul Rabwin led a small Baroque choir, a high-quality musical effort, and then there were some other talents that were reinforced by some community volunteers who brought their violins. It was a highly memorable evening that ended with the opera professor leading a sing-a-long of Christmas carols enthusiastically rendered by all of these pioneers.

Jarrell: We must note here that at that time Cowell was the campus. Cowell was the only college.

Hyde: This was the end of an era of family commitment, which later changed markedly as women took their place in society. As a freshman at Berkeley I had been invited to meet the president of the University, President Sproul, and members of his staff, by a personally signed card from Mrs. Sproul. I then went through a formal but non-stuffy meeting on the basketball floor of Harmon gymnasium to shake hands with the president and Mrs. Sproul and with the dean of students, Edwin C. Voorhie, and then mingle over punch with our new classmates. Dean and Jane McHenry followed this tradition, first with faculty and staff as they were recruited. We were all involved with showing prospective staff and faculty around, working out interviews, helping with housing. Page and Eloise Smith jumped right into the situation, Byron and Lee Stookey, Perky and I . . . my kids objected after awhile to all of the picnics we had on campus here

at the library site, at the Cook House, up on the college sites, or at various places where we tried having picnic lunches, anyplace where we could show off or meet with people, or prospects of both staff or community members. And others, Jack and Kay Wagstaff, Lou and Carolyn Fackler . . . everybody jumped in. When the students came, the McHenrys and the Page Smiths and the faculty were very bonded. Later Charles Page, and then Glenn and Jean Wilson, and Kenneth and Ann Thimann. A faculty and administrative spouse was an integral part of the organization. They were great hosts and hostesses and participants in the enterprise. Obviously, some of this has continued, but happily women's roles now in the 21st century are such that the dynamic is very different.

The Demise of Professional Schools

Jarrell: Would you elaborate on the demise of the engineering school plan, and the business school.

Hyde: One part reflects on the campus students and the mission of the University. Dean McHenry always felt that along with the liberal arts, social sciences and sciences, providing a professional education in both engineering and business brought a melding of ideas and different types of students, different types of aspirations. Some of the things that happened later to the campus, with a lack of not having professional schools here or that point of view from faculty, students and students' parents engendered the issues in town-gown relationships, where the campus voted as a block and in many ways radicalized the town and community. This might have been different if there had been students and faculty from the professional schools.

The curriculum that Francis Clauser and Dean sought was the first step in mounting an engineering program which would require academic senate and ultimately regental approval. Dean McHenry passionately believed that a significant group of engineering and business students would provide an important mix of level-headed, career-oriented students at a time when many humanities and social science students were becoming real activists. Based on these principles, on the physical planning side, engineering unit

one was programmed. Francis Clauser was the building sponsor, and he programmed large heavy bays, and floorloadings and heavy duty power supplies for this, and extensive computer communication cabling. At this time the personal computer had not come on the scene and the planning reflected the then state-of-the-art, mainframe distributed computer technology. The campus physical planning committee recommended to the regents a central campus site just north of Natural Sciences I, later Thimann laboratories. Ansciten and Alan architects were selected for the design. The building got guidelines, and a contract was awarded for campus space. Immediately there were site problems with the heavy duty footings that were limestone voids under the site. The soils engineers developed a plan of drilling below the footings and either filling the small voids with concrete or else producing a friction footing alternative.

Jarrell: Are you talking about the Applied Sciences building?

Hyde: Yes.

Jarrell: Where they found those geological sinkholes.

Hyde: Yes. This was going on, but with the moon landing, wherein the United States moved ahead in the space race, there started being questions about engineering programs in the United States. Frederick Terman, professor of engineering at Stanford, and sometime provost, was asked to comment on the state of engineering in the nation, and more specifically in planning for Santa Cruz. Terman, widely known as the father of Silicon Valley for his mentorship of the generations of entrepreneurial graduate students at Stanford, including Bill Hewlett and David Packard, and a long list of others, was the son of a Stanford psychology professor. He had spent his entire life at Stanford, except for a period of World War II where he had been at Harvard and MIT, where he successfully led the development of radar from its British discovery to work in systems for the U.S. Army Air Corps, Navy, and U.S. allies. This project rivaled the Manhattan Project. I remember the Terman report stated that the supply of engineers was outstripping the demand, and that the addition of a program at Santa Cruz and other places in the University of California was not needed at that time. In private

conversations with me, Fred Terman expressed his high regard of Francis Clauser himself. The report was sufficient for the President's office to postpone the engineering program and it was a sad blow to both Dean McHenry and Francis Clauser. Francis and his wife, Catharine, had purchased a home in the Cave Gulch area close to campus, and soon Francis resigned to become dean of engineering at Cal Tech. Although computer science would continue as part of the natural sciences division, engineering would wait until a new time and funding in 1999, for the Baskin School of Engineering.

Business School

A similar thing happened as far as the business school was concerned. Hired to chart a direction of a school of business or administration was Robert D. Calkins. Robert Calkins had been president of the Brookings Institution in Washington, D.C. and had previously been involved in college admissions. As a boy wonder he had been dean of the college of commerce of the UC Berkeley campus.

Jarrell: Before it was the Haas Business School.

Hyde: Yes. Bob Calkins was a wonderful, wise, experienced administrator on campus here and was doing his planning and interviewing people for the start-up of a graduate school of administration or business, and would be in line with Regent Edward Carter's personal convictions that broadly educated people made the best business people. There were some issues, but Calkins persevered. He also was vice chancellor for social sciences on the campus, which later has become a deanship.

The Central Services building had a fire one night. It turned out that it was caused by an electric light cord under a rug. Dean McHenry and I were trying to save money by using Clark Kerr's old office furniture at UC Berkeley and that's where the cord came from.

Jarrell: The building now called Hahn Student Services. I remember that fire, yes.

Hyde: It burned out Calkins' personal library and his professional library. It did extensive damage to the chancellor's office, but not the main chancellor's office files.

Calkins finally resigned, and there's still not a school of administration, although in the social sciences curriculum and in the economics curriculum there are subjects that skirt those areas.

Dean E. McHenry's Retirement

Jarrell: What were the circumstances that led to Chancellor McHenry's retirement?

Hyde: As his decade as chancellor approached, Dean McHenry considered retirement. I don't think there was anything precipitous, other than a very heavy-duty, wearing, continual decade of turmoil and issues of the University and of the greater society in our country. He was a point man for a lot of this. He also wanted to write up his experiences and to get back to his farming background, his place in Bonny Doon. So he told President Charles [J.] Hitch that he wanted to retire, and that both in age and time he'd spent in the University, he wished time for writing and commentary and travel, to grow his vineyard, and his home with his wife Jane McHenry that they had established in Bonny Doon. He wanted to give notice so a successor could be selected, but he also attempted to minimize his time as a lame duck.

A committee recommended to the regents that Mark Christensen, professor of geology at Berkeley and academic vice chancellor at the Berkeley campus, be appointed. The regents met in the student union on the Berkeley campus, and at a break during the closed session Regent Elinor Heller told me that an appointment had been made. I did not know Mark Christensen, but he was well recommended by many, particularly by Berkeley chancellor Albert [H.] Bowker who was a good friend of mine.

The farewell dinner for Dean was planned out of Gurden Mooser's office. My own part was contacting Dean's friend, Chief Justice Earl Warren, whom I knew, and working out a date when Warren could be available to speak on campus. The logistics were worked out and Dean was very pleased. There were some final months of Dean's tenure, marked by some controversy. I can't remember the specifics. It had both to do with the Vietnam War and the issues there, but I believe also there were some campus issues regarding where buildings would be sited. The meadowlarks I think were involved in some of this.

Meadowlarks being student activists who were at that time protesting new building sites, which the campus needed for expansion of student enrollment. There was a farewell dinner that was held in College Five, now Porter College dining hall. I had spent time checking with the campus police, and everything went smoothly, although the chantings and catcalls were disturbing.

Jarrell: From whom?

Hyde: From these students. I escorted and sat with Ella Barrows Hagar, daughter of former UC President David Prescott Barrows, and recent widow of Regents' Chair Gerald Hagar, who had championed the Santa Cruz campus. Ella and I reminisced about the some sixty years our families had been involved in the University together. Ella was very upset by the picketing and the activists' bad manners. Although I didn't like it, I was used to it by that time. I do not remember all that much about the program. Earl Warren was ill, and at the last minute could not be present, and as I recall his speech was read. I believe this was one of Earl Warren's last addresses before his death.

Jarrell: If we could just back up a minute. Chancellor McHenry, the founding chancellor here, started in 1963 to build this campus. Things did not turn out. They were very unpredictable. UC President Clark Kerr was fired by Governor Ronald Reagan in 1967. Budgets changed. Priorities changed. How much of a part do you think all of the political, and financial / fiscal circumstances played in Chancellor McHenry's retirement? I would imagine he could have gone on for another ten years if things had been a little more positive?

Hyde: That's really speculation.

Jarrell: Yes, but you are saying he wanted to grow his vineyard, he wanted to travel, he wanted time for reflection. Do you think that those were the most compelling things that led to his retirement? It had been an intense ten years. Were those more important factors than the fact that his partner in all this, President Kerr, had been fired? He was a prime supporter of UC Santa Cruz. So there Chancellor McHenry was . . .

Hyde: Yes. But on the other hand, there was continuity. After Kerr, the interim president, Harry [R.] Wellman, continued support. Harry Wellman was a key person in the transition. It was just too bad Harry Wellman wasn't ten years younger. Then there was the appointment of Charles Hitch as UC president. Charles Hitch was an excellent administrator and had earlier been appointed as vice president for business and finance. I think Dean continued to get support for the campus. It was part of a whole thing that was happening in the country, post-Vietnam War. It would be only speculation.

Jarrell: I understand. I just wondered if you had any insight into the negative facets of why he might have retired. Because, God knows, spending that decade plus, building this campus, and going through obstacle after obstacle, it would be like a double decade, actually, in terms of the intensity and his commitment.

Hyde: He had a commitment to the campus and to the University. I don't think I'm going to speculate about that.

Jarrell: That's fine. Okay, so let's talk about former chancellor Mark Christensen, the first chancellor after Chancellor Dean McHenry. What was your involvement with Chancellor Christensen? This had a pretty sudden and abrupt denouement. That must have been quite a change.

Hyde: Well during the summer of 1974 I took a long vacation. I was eligible for extra time off as a campus officer, and it also coincided with my retiring from the army reserve. It was an interesting time. I spent time in Washington working on the Bennewitz Report for the secretary of defense on total force mobilization. As I would walk there in the evening in 1974, I could see the lights were on in the White House, and that was the time that Nixon resigned.

I was a member of a committee when Melvin Laird was Secretary of Defense which had to do with the mobilization of the army, air force, marines and the coast guard. Some of the things that we came up with and worked on came to fruition some twenty years later during Desert Storm.

Jarrell: Who was Bennewitz?

Hyde: He was the deputy controller of the army.

So then Perky and I met our son Doug and we went on a trip to Scandinavia and then came back through the Baltic. I came back pretty refreshed and ready to go to work. I met and worked with Mark Christensen who came on board. I found him hard to work for, not clear in stating his objectives and plan of action. I tried to submit completed staff work from my people's perspective, and found too often that he had trouble making up his mind, and questioned my recommendations. I tried to help his wife, Helen, get employment in the school districts, and she was employed as a principal of Amesti School in Watsonville. One thing we did agree on was my resignation to take a leave of absence from the University. My last day on the job was . . .

Jarrell: I'm a little confused. Were you retiring or taking a leave of absence?

Hyde: I officially took a leave of absence.

Jarrell: I see. And then subsequent to that you retired?

Hyde: And subsequent to that I resigned.

Jarrell: I see. Was it because of the difficulties in working with the new chancellor, or had you planned to do that anyway?

Hyde: It was because of my difficulties in working with the new chancellor. Upon my departure I was delighted that Christensen retained my extremely capable and competent administrative assistant, Elizabeth Penaat, who eventually became chancellor of administration, the first woman vice chancellor in the history of the University. Most of the staff whom I had worked so carefully to recruit and train in teamwork were retained working under Elizabeth, although some reporting areas, particularly in budget affairs, were changed. Taking a lesson from Dean McHenry after his retirement, I stayed far away from University involvement, and immersed myself in expanding Ford's

department stores. Upon Dean's urging, I helped form, and accepted, the volunteer presidency of the Arboretum Associates, where I served for two or three years, which helped push along the work Dean and Jack Wagstaff and I had in starting a collection of plants, and also working with Knowles Ryerson, who was a friend who had been responsible for the UC Davis Arboretum.

Jarrell: Another thing I want to ask you about is you had then retired prior to the subsequent resignation of Chancellor Christensen. So you were no longer involved in the delicate and painful events that took place that led up to that?

Hyde: Right. I tried to stay far away. It was not seemly for me to be involved at all.

Jarrell: Yes. Did you talk to Chancellor McHenry about what you were experiencing and what you were seeing about Chancellor Christensen? He was retired. You were just about to retire? Did he know what was going on?

Hyde: Not from me.

Jarrell: Not from you. You just kind of kept your own counsel.

Hyde: This was my area and not Dean's.

Jarrell: Okay. I just wondered . . . I don't know how much he knew. Because his oral history ends before he retired. There is no word of what came after him in his oral history memoirs.

Let's take on one more topic today. What's your take on that first generation of the alumni of UC Santa Cruz, of that first cohort, the first few years?

Hyde: They were a wonderful, bright, self-directed group of students that arrived, and their involvement in Cowell, Stevenson, and Crown was absolutely magnificent. They sopped up the knowledge that these highly motivated professors were teaching. It was a great interaction. They were a magnificent group. That is not to say they weren't influenced by all the things that were happening in the society. Vietnam was one of the

issues. The hippie movement, which was coming out of the cities of Boston and New York and San Francisco, and Santa Cruz became kind of a way stop from the Haight Ashbury to Big Sur. The people in the community of Santa Cruz blamed a lot of that on the University, which had little to do with it because these were people that were moving between the Haight Ashbury and Big Sur, and liked Santa Cruz and liked the climate. There was a great change in youth mores at that time. The students did well. They learned and got wonderful experience in writing, speaking, and academics, and have gone on to graduate schools, and to great success. Some of them are still my good friends and I enjoy them. I think it's been great to be part of this all.

Student Activism

Jarrell: It's been interesting, Hal, that several people that I have spoken with about the early history of the campus, especially in light of the student activism against the war in Vietnam, referred to you not in a particularly derogatory way, but said, "Hal Hyde, this vice chancellor, he was like a military man." As if you were very rigid; as if you had no insight or understanding into this group of students who were misbehaving. We were one of a group of public institutions that were having sit-ins, demonstrations, and taking over chancellors' and provosts' offices, etc. How did you feel as a military person seeing this generation be so opposed to the war? How did you experience that personally?

Hyde: Well from a couple of points of view. One, living in Watsonville, where the young people of that generation were going off to Vietnam and coming back in body bags, and college students on the other hand, who had pulled every string in the world to keep their student deferments, were acting up and doing their things here. I tried to be very objective on these things, and tried to understand it. We'd never really had violence here with a couple of minor exceptions of people crossing the line on things. But in comparison to what happened at Stanford and Columbia . . . it was before the days of cell phones and wherever I went I checked in where I was. I waited for those phone calls, which mostly never came.

Jarrell: From whom?

Hyde: From the police. For instance the night that Central Services burned.

Jarrell: I see. You thought it might have been sabotage or something like that, and it was just a . . .

Hyde: Any kind of emergency. We had emergency plans for the campus.

Jarrell: Yes, those were tumultuous times.

Hyde: I was probably pretty rigid.

Jarrell: Rigid? Careful?

Hyde: Those are all good words, yes.

Jarrell: You said you want to mop up from our last interview.

Hyde: Yes, one other part of affirmative action was developing and training competent minority University academic and administrative leaders. This was a program of the American Council on Education. Dean McHenry agreed to take an intern, a professor from Brown University named Walter Massey, a professor of physics, to work with Lloyd Ring in academic planning on this. He came in 1974-75 to Santa Cruz, and was involved in academic planning and the general administrative layout of the campus. He and his wife, Shirley, brought their children and lived off Mission Street close to campus. Walter had had an interesting background. He was an African-American from Hattiesburg, Mississippi. As a boy he had worked as a bellman at the Holiday Inn in Hattiesburg, and had gone on from graduating well in a segregated high school in Hattiesburg to Howard University for a year, which he did not like that well. He transferred to Morehouse, in Atlanta, Martin Luther King's school, where he graduated and then went off to Washington University in St. Louis and got a Ph.D. in physics. Then it was off and running for Walter. He went to the University of Illinois, was at Brown when the American Council on Education tabbed him for this internship, and it was a wonderful year. He became a good friend of all of us here at Santa Cruz and contributed

to the Santa Cruz planning effort. His career since that time—back to the University of Illinois, director of one of the federal labs in Illinois. He became director of the National Science Foundation. He became executive vice president and provost to the University of California system, the second in command at the University of California system, is currently the president of Morehouse College, and also on the public side is a director of several corporations, including Motorola and the Bank of America.

Jarrell: And so he worked here for a year and was an active participant in planning and also in affirmative action?

Hyde: He was not particularly involved in affirmative action, but we certainly talked with him about the issues of African-Americans in California, because he had gone through the whole situation himself as an individual.

Let's go back to some of the conflicts during Dean's tenure. You wanted me to amplify on that a little bit. I think I've answered the question about how closely I worked with Dean, and it was very closely. Difficulties or conflicts. I've already mentioned my concerns about the arming of the police, which Dean, at the start, did not want to do. But this became a moot point later, when violence escalated on most other campuses, and where a series of serial murders centered in the Santa Cruz area came along and there was no question that arming of the police was the proper way here.

Another conflict I had was as the Vietnam protests escalated, I believed that certain faculty members were using their travel accounts to travel to Washington and other places to lobby and demonstrate. I did not have hard proof of this. I had personally no quarrel with their individual right to lobby or demonstrate, but felt that this possible misuse of University funds was wrong, as well as contrary to University policy. I discussed this with Dean and got no action on his part. I prepared a letter of resignation, but was soon preoccupied with a host of other issues and never sent it. I did not learn about extensive repeats of this particular situation. But I was quite concerned about that personally.

When Dean got tired, he could get cranky and stubborn. Demonstrations were a drain on all of us. We twice needed new approaches from police leadership and Dean and I taught them about taking necessary personnel actions. In one of the demonstrations, and I believe the issue was Berkeley's People's Park, there was a sit-in and then a camp-out on the lawn of University House, the chancellor's home. Howard Schontz, the police, and I, plus others, had spent most of the night trying to find and talk with the leaders and negotiate an end to this situation. Dean was consulted on it. Finally everybody was ready to pack up and leave, and I was getting ready to leave, when Dean, and I don't know it was either pique or fatigue, turned on the sprinklers on those who were left and we were soon back to another angry confrontation.

I have to get the date on this, but the regents' meeting was held at Crown College at the height of the Vietnam War. Patty Hearst had just been kidnapped by the Symbionese Liberation Army. Regent Catherine Hearst was here. We did the best we could with campus police and police from other campuses, city and other sheriff forces, plus all the able-bodied men from buildings and grounds, business services and the physical planning office. Dean and I personally manned the main door, and in one rush found ourselves sprawled outside on the ground, where students were quick to help us up.

Jarrell: Why were you sprawled out on the ground?

Hyde: Because this rush of students came and we got knocked over. Anyway, it would be years before the regents would again meet on any campus. As a part of that time, there was a lot of student action. I was on a bus showing the campus off to a group of the regents, including then-governor Reagan, and the bus was stopped, police came and asked me to come with them for my protection from the Black Panthers. I had earlier ordered a group of them off the campus. It was a pretty difficult time.

Prior to that regents meeting, regent Max Rafferty, who was State Superintendent of Public Instruction was expected, and the students were waiting for him in front of Crown College. As he approached they unfurled a large banner from overhead of Crown College that said "Welcome Max Rafferty. Fellow Draft Dodger." With that they all

started jumping around on canes they had prepared, alluding to Max Rafferty having received a 4F draft deferment because of a bad leg. This sent Max Rafferty into just wild disarray. It was actually pretty funny. In meeting the press Rafferty characterized UC Santa Cruz as a "cross between a hippie pad and a brothel." There was no violence in this particular incident. There was a lot of action.

Jarrell: Another aspect of UCSC's student activism includes that very famous first regents meeting held on this campus, and the attitude of the larger community downtown. You were involved in so many organizations. You are a businessman. How did you talk about these events on campus with your old friends, peers, and colleagues in Watsonville and Santa Cruz in terms of their opinion about the activism that was going on up here at the campus?

Hyde: Most of them were pretty understanding about the right of free speech, I think, but there were some other problems. I think the hippie movement was more of a deterrent, than the issue kinds of things. It was obvious that when students went off campus to block freeways and things like that that there was little support anywhere on that particular part. The first regents meeting was here before the campus even opened. Then there was another meeting here in 1965, or thereabouts, that was held, I believe, in the lecture hall of Thimann labs, the Natural Sciences building was used for that, and I remember talking with several regents at that particular time. That meeting went off without any particular problems. So it was only this one that . . .

Jarrell: With Governor Reagan.

Hyde: Yes, and the Vietnam War issues had continued. And another sidelight, as Catherine Hearst was coming through the Crown Dining Hall, a student was standing on a table and jumped off in front of her, and put her into hysterics. There were just a lot of problems.

Jarrell: One thing that I have heard about from a number of Chancellor McHenry's colleagues in subsequent interviews, is that he really had an inability to delegate

sufficiently. I know he was known for taking a big fat briefcase home every night and pouring over policy papers and work. He held things pretty closely. I wonder if you could tell me, is that accurate? How did that affect his style?

Hyde: He did get into a lot of the detail. I tried to carry things from my people, as far as recommendations and drafting. I would send them in and he would agree or disagree. He might have disagreed, or there might be some points that he disagreed with.

Here is an example: "Assignment of Responsibilities in 1971." I had made some recommendations and then he came back and disagreed with some of the details. We looked at it and he came back with a response to my letter. This was a month later, June 14, and this had to do with responsibility for the University Management Program, which had been under John Mortenson and the responsibility of the personnel office. There were some problems with that and essentially there were problems of where there were academic, business, or administrative parts. Historically this is a place in the University where there can be issues and problems. He wanted Lloyd Ring to take on these responsibilities from John. This part was transferring some of the budget responsibilities from me to the assistant chancellor of planning and analysis. The capital budget he agreed was my part. These were details. Sometimes we would discuss it and sometimes he would then staff it with other people. I always felt I was supported by him.

Campus Infrastructure Planning

Jarrell: Let's talk about the Eastern Access Road and your responsibility in this.

Hyde: The various agreements with the University, the city, and the county had been negotiated by UC Vice President Earl Bolton. That negotiation took place before I had arrived. Some of the later things I was involved in, but most of this was already in writing. Bolton had worked with the city mayor, the council, the city manager, and the county supervisors. They were changing managers at that time at the county. So in general the county was not quite as organized as the city in response to this. Ed Thayer served as a staff member for the three Cowell Foundation trustees. Ed is currently on the

UC Santa Cruz Foundation, and was a vice president of Wells Fargo Bank, but was doing this work as a staff member to the Cowell Foundation. That was before the Cowell Foundation set up their own independent offices and ways of giving funds. UC Architect Robert [J.] Evans had some staff responsibilities for the entire University under Vice President Elmo Morgan at University-wide. Dean McHenry, Jack Wagstaff, and later Lou Fackler were involved in some of the details of metes and bounds on the campus—where the city boundaries were going to go.

Another issue was where the city's responsibilities would be for fire protection. We wanted to leave the fire protection in the upper campus with the state Department of Forestry, which had the ability to fight forest fires, but we wanted the city to provide fire protection for the buildings. The *Santa Cruz Sentinel* editor, Scotchy Sinclair, was deeply involved in trying to bring the thing along, and he became a close friend of Earl Bolton's in this. There were several Chamber of Commerce members who were involved. From the political side, Assemblyman Glenn Coolidge and State Senator Don Grunsky were involved.

The road issues were such that the developed part of the campus would be in the center of the area. There was a general feeling that the campus would not be constructed right against the High Street, Bay Street area. It would be up into the main part. The county had agreed to have an East Peripheral Road that went to the southeast of the campus, two cross-campus roads and a fish hook access coming into the campus. The city also moved promptly as the campus was occupied, to improve the Bay Street access. They also agreed to provide a water supply for the campus. They had already done some of this with water tanks along Empire Grade. But the question was where the city wells were, the city pumping stations. I spoke about fire protection. The campus would have a fire marshall to look after the buildings and safety, and fire planning. But the city would have the major responsibility. It was not envisaged at first that the campus would have its own fire department.

Jarrell: I see. And also, as the backdrop, there were these original figures that the campus would eventually grow to 27,500 enrollment. Those were the planning figures.

Hyde: Those were the planning figures and everyone knew about that. The city welcomed that particular part. The city and county were very cordial. They began reversing themselves as the costs came along, and as the student activists and Santa Cruz became part of the hippie movement.

There was one interesting incident where Mayor Richard Werner, former president of Hartnell College, a retired dairy industry executive, and World War II colonel, in a bit of patriotic fervor trespassed on private property and hauled down a Vietnam flag displayed by a householder below the campus. He was not re-elected. Issues with the student vote came along. Up until that particular time students generally had voted at their homes. I know I did when I was in college. With the new law change, students had the vote in Santa Cruz and in Berkeley. That became their official residence. With radical faculty leadership locally and in the Vietnam crisis, the council make-up rapidly changed in Santa Cruz with this large student vote. The new group generally supported the University, but as I'll point out on the road issue, really put the University into a bind.

Road construction started. Dean and I were shocked when we saw the dirt move on the East Peripheral Road. As the bulldozers moved up along the side of the campus and black dirt moved up above the Pogonip, this big scar appeared. Today it is all healed. The road is fine. It is a beautiful road, but at the time it was a real shock. In a way Dean and I wondered, what are we doing here developing this pristine, wonderful land? But time and weather heal. The water came through as promised. Fire protection. The city early tired of their runs up here to answer false alarms of students who pulled fire alarms in dormitories. It was a long ways up from the fire station. The city was ready to hold to their part of the agreement but it was very costly, and the fire department was getting sick and tired of putting themselves on emergency line for kids who should have known better and the University that couldn't control them. As part of campus fire protection the campus agreed to a campus fire station and we adopted a plan similar to what was already in place at UC Davis, of key fire people and student-trained firepersons who lived on campus in the firehouse.

There was another part that had to do with a campus liaison industrial parcel and that did not come through. It would have been down in the industrial area off Swift Street. The city kind of finessed that and the campus never really pushed it because there was not a real need for it at that particular time.

Jarrell: Was this something initiated or promoted by the city of Santa Cruz?

Hyde: I think they looked at the Stanford industrial park and both the city and the University were anxious to have something like that here. Where to do it? Earl Bolton had obviously negotiated that into the agreement.

Jarrell: But it never came to fruition. Kind of a precursor to Chancellor Sinsheimer's idea of establishing a research and development park.

Hyde: Sure. And also the ideas of the Long Marine Laboratory, and what's going on now at the Fort Ord property. The University has had good success at interfacing with the community on such things, but this was ahead of its time and never got going.

Another issue involved campus transportation plans. Essentially these were done at the time that the brand new Santa Cruz Metropolitan Transportation District was being formed. There was good work from my staff, particularly from Ed Krider, later Charlie [M.] Gilbert and Jerry Walters involved in those negotiations. The University put some fees into it to have buses coming on campus available for students and extra bus lines that interface throughout the community. My staff was involved. Dean and I were aware and we cheered it on. We broke some new ground in this planning and I think it has worked out extremely well over a period of time.

The road issue was also important. The state helped on the road across campus which goes between the Cowell Student Health Center and the power plant there. That was one of the first during the Reagan administration. I remember negotiating and talking with the state finance director, Lee Kaiser about that particular thing, and several hundred thousand dollars to build that was included in one of the state budgets. The campus worked with the city, county, and the state on access plans and roads.

Jarrell: Why would the state be involved?

Hyde: The state was involved with placement for where the state highways were going to go. So the state was deeply involved, and eventually Cal Trans was involved. It had to do with how to hook up the state highways and the access, both to campus, which was a major place where people were going to go, and also entering the city of Santa Cruz from various directions. The major player here was Cal Trans, and Jack Wagstaff and Lou Fackler and their staffs were involved. I spent a lot of time working with that, keeping Dean informed and so on.

There were several possibilities for campus access. It was important, as far as the campus was concerned, to get access planned and then center lines defined so that in the future there would be no building on those rights of way. So that any accessing of those areas, and any condemnation for roads, which is essentially what the public agencies need to do to get new highways, they did not have to buy buildings. There were a lot of alternatives. All of them had some problems but all the campus people realized it was important to seize the moment.

Jarrell: So that it would never be an afterthought. It was making sure that these lands did not have buildings on them, that they were left free and clear.

Hyde: That this was a designated part. Of course there were political issues on all of these things. One of them was from the campus to Highway One north, from the intersection of Empire Grade and Western Drive. One of the rights of way went north from there and eventually went down to Highway One, so that people coming from Davenport would come up that way. There were several alternatives of going through the Mission Street corridor that Cal Trans proposed. The campus was not directly involved. My own personal preference was a depressed highway similar to what was constructed by Cal Trans through Pacifica, where Highway One goes through Pacifica, that would be between Mission Street and West Cliff Drive. And then it would come through behind the Catholic church and eventually get to the San Lorenzo River crossing to the fish hook area. That appeared to me to be a good solution. There were no

buildings. There were a few industrial buildings along Western Drive between Mission and the Bay there. Generally this was an undeveloped area. From Highway One to the campus, this was more difficult. There was not a very good conclusion on it, but there were several prospects. We all realized it was important to figure this out because the place was expanding. The east access by the fish hook was possible and the county had agreed to provide something here, but that did not come to the main entrance of the campus itself. It was part way up and fed off Highway 9 and would have cut through some very pristine land.

Jarrell: Pogonip. Which eventually became the greenbelt of the city.

Hyde: Yes. Anyway there was lots of effort and lots of staff time spent on this in the early 1970s.

Jarrell: Why was that eastern access road never built at the time?

Hyde: It was not needed at the start, and then the local political will evaporated on all of these things about 1973, with the political ascendancy of Gary Patton, who started objecting to every plan and improvement. From my point of view, this one man, Gary Patton, and his successors, have foreclosed earlier, relatively inexpensive options for local auto and bus transportation. I consider his actions a disaster to this community and I personally greatly resent the lost time that I and others have spent on traffic for reasons that were foreseen and could have been planned for.

Jarrell: For the record, Hal, would you describe who Gary Patton is.

Hyde: Gary Patton is a Stanford Law School graduate. He arrived in the city of Santa Cruz with his father and mother in the late 1960s. His father had been in the communications industry business and had taken an early retirement after making some patents in the cable and wireless business. He and his son put out their shingles as lawyers in Santa Cruz County. The father soon retired, lived in Pasatiempo. His name was Philips Patton. Gary became an activist lawyer and local politician.

Jarrell: And a member of the Santa Cruz County Board of Supervisors for twenty years.

Hyde: Well first a member of the city council. I guess I laid it on the line and I've thought through the words.

Jarrell: No, that is important. The political climate radically changed in terms of development, in terms of the University's plans to build roads and other things.

The Legacy of Dean E. McHenry

Hyde: Reflections on Dean's legacy now?

Jarrell: Yes.

Hyde: I believe that Dean McHenry established Santa Cruz as a relatively small general campus of the University of California, with a faculty excited about close student contact and a human scale that could provide an excellent first class education to students. This campus could do this in a relatively economic way, and that the faculty could pursue a three-fold life of teaching, research, and public service. Dean's dreams held true that faculty in contact on a personal basis with a broad range of colleagues could develop new and innovative ways of solving problems in their own disciplines. I'm talking of scientists interacting with artists, with social scientists, with mathematicians, and so on. This mix provided a broad way of everybody gaining from these contacts. The first four or five colleges each had a life of their own, where students received an excellent education. The selection of Mark Christensen and later Bob Sinsheimer, who from my vantage point, were not really believers in the collegiate plan, plus later the recruitment of faculty who were not prepared for individual college commitment resulted in the college system becoming something like the Harvard houses or the Princeton organization. Students still have the residential colleges, but it is not what Dean McHenry and probably Clark Kerr had in mind.

Jarrell: The perennial conflict over the colleges. They have a residential and social function, but the intellectual, programmatic . . .

Hyde: The faculty currently is not in a spot where they are making a commitment to the intellectual life of the college. The increase physically now of an infill of dorms in the colleges makes this even more difficult, but it is still a great place.

UC Santa Cruz Foundation

Jarrell: When did you become a member of the UC Santa Cruz Foundation?

Hyde: First, gifts and endowments was Gurden Mooser's part of the enterprise and he did an excellent job in that particular area, including public information. He was good at it, but where I had contacts I tried to be helpful, and I was particularly involved in several places with Gurden. When Gurden was ill I made a presentation to Cowell trustee Max Thelen for additional funds for the Cowell Student Health Center. Gurden had made the initial presentation. I was also involved in Younger Lagoon for the Long Marine Laboratory. Donald and Marion Younger were old friends of mine. They were quite interested in what we were doing. Don was an interesting lawyer. One day he asked me to witness his will. At that time he confided in me that he was prepared to make the gift of the Younger Lagoon.

Jarrell: I interviewed Kenneth [S.] Norris, who was the first director of the marine lab. He was involved in the selection of that site, although I don't believe he had anything to do with the actual negotiations. He said it was quite a difficult situation, that in fact Donald Younger was very crusty and contrarian and difficult. I didn't realize that you were an old friend.

Hyde: His great-grandfather had been killed by a grizzly bear when my Anthony forbearers were around here. We got along fine.

I was also involved in the Sesnon Aptos property that was used for capital funding at Porter College, in those presentations. Gurden carried the ball but I participated on it. In the early 1970s Gurden had observed the UCLA campus foundation that had been set up and had discussed with Dean setting up our own campus foundation here. I agreed this

was a good situation. Berkeley hadn't quite gone to that form yet. Berkeley was doing it through the Alumni Association. It wasn't until later . . .

Jarrell: They didn't have at that time an individual entity . . .

Hyde: They had the California Alumni Association but . . . I am unclear just exactly where the boundaries between those were, but they didn't have a vice chancellor role at that time. Anyway, the setup for the UC Santa Cruz Foundation essentially came out of Gurden's office, but there was a lot of staff work on the part of my people, particularly accounting officer Mark [J.T.] Schaeffer, who had been earlier at UCLA, and knew people there. We worked with the University General Counsel's Office. The foundation was set up in early 1975. Joe Long was the first president and leader, and I was the first treasurer. I soon resigned from the campus and I offered Mark Christensen to stay on as a volunteer treasurer for continuity, but Mark Christensen did not want me to do that. On invitation of then Chancellor Pister I rejoined as a volunteer trustee July 1, 1993. I've been active since that time. As a foundation trustee, I was on the campus physical planning committee for two years, and I had earlier been working with the library on various collections and special collections, and I served on the LOA scholarship committee—leadership, opportunity, advantage scholarships for community college students nominated by the presidents of the twelve regional community colleges around here—including Cabrillo, Hartnell, Monterey Peninsula.

Jarrell: Is this the program that Chancellor Karl Pister set up?

Hyde: Yes, but Karl did more later tying into the various school districts in the whole region. I co-chaired the music endowment campaign for the performing arts complex. I've been involved in the arboretum committee, and its nominating committee. There have been wonderful trustees over the years, Joe Long and Jack Baskin particularly have been great supporters.

Jarrell: It occurs to me that it would be obvious that when you are starting a university from scratch you don't have any alumni base at all. You have to have a separate entity like that to start the external fundraising process.

Hyde: Well, that was started by an organization called the Affiliates.

Jarrell: I didn't know they had a function in that regard.

Hyde: And various community members were invited to become affiliates.

Other UCSC Chancellors

Jarrell: To start today Hal, I'd like your reflections on the chancellors subsequent to Chancellor McHenry, whom you have known, worked, and interacted with. We've talked about McHenry and we've talked about Mark Christensen.

Hyde: I definitely stayed away from the campus, other than the warm friendships I had with a lot of people. I appeared at retirement parties, honoring parties, and campus activities, and those kinds of things. But I deliberately stayed away from the internal side of it, taking a lesson from Chancellor McHenry. It wasn't for me to try to second-guess anybody, or if I had strong opinions to start talking about them. I stayed active in trying to help the library on the archival kinds of things, trying to get items that had to do with the history of our county, our community, and of the campus. Some of those collections were the Wyckoff collection, working with Florence Wyckoff on that; the Bill MacKenzie collection that had to do with getting minority students to colleges in the Monterey Bay area; and some of the Porter family items of historical note that were in the community, which only needed to be told that the UCSC historical archives were a good place for them.

I did involve myself in the arboretum. When I was on campus I had been deeply involved in the original setup. It came in the back door originally with trees that were given to the campus. Chancellor McHenry, Jack Wagstaff, and I figured out where these might go. There was a big eucalyptus group that came in early, of all the specimens of

eucalyptus, which were put into the area on the southwest part of the campus. When Ray Collett came on board the arboretum grew in leaps and bounds, it was really the chancellor's baby. I was the staff person on the fiscal and physical planning side and I knew Knowles Ryerson, who had been deeply involved, had been head of the UC Davis campus and the University dean of agriculture, and had been involved with the startup of the arboretum at the Davis campus. Knowles had a lot of good ideas and advice and was a personal friend who helped. So I felt comfortable in the arboretum while not getting in the mainstream of the University. With help and suggestions from Dean McHenry I organized the Friends of the Arboretum and the Arboretum Associates, became the first president of that, for two years, and have had a continuing relationship through that channel there.

Jarrell: You kept a low profile on the campus.

Hyde: Yes. The following chancellors. I've already said enough about Mark Christensen. Angus and Patsy Taylor. A team. Wonderful friends. I consider that Angus Taylor did a great job of taking over and picking up the pieces after Mark Christensen. He was a good administrator. His chief situation was getting the faculty to work together and everybody calmed down. It was only a pity that he wasn't ten years younger.

Jarrell: Yes. How did you know Angus?

Hyde: Angus had been provost and vice president for academic affairs at the UC President's office. I was in the president's office about once a week for several years. I used to see him, talk with him. We had mutual friends. His own mentor had been Eric Temple Bell at Cal Tech and Eric Temple Bell's son was a friend of mine. So I was comfortable with Angus, and while I didn't have any direct responsibility with him, he was a good friend. I think it was a fine selection for Angus to come to the campus.

Jarrell: Yes. It was a time of turmoil.

Hyde: Right. I was not directly involved with Bob [L.] Sinsheimer. Perky and I immediately asked Sinsheimer over to our home for dinner and I enjoyed meeting him,

but was not directly involved. He started what we now know as a research university. It was a little different than Chancellor McHenry had planned. I have no comments on it. It was his dream and his vision and he came out of a very different background, from the Cal Tech experience. At one time I believe he didn't understand that there was really an academic senate here at the University, because they didn't have that kind of a thing in the Cal Tech experience.

He did not continue the direct interest in physical planning that Dean McHenry and Angus Taylor and to some extent Mark Christensen had done, and a lot of the physical planning I believe went to the bureaucrats in the organization, specifically the vice chancellor of administration, Wendell C. Brase, whom he brought from Cal Tech, a very competent individual. I think that that was a change. I particularly am concerned about the siting of the music building, which was put out into the open without regard to the ecotone line that had earlier been discussed by Tommy Church. Thomas Church, the consulting landscape architect called to the attention of the campus planning committee that the key feature of the campus that is very different than any other area, and is a major attraction, is the difference between the grasslands and the woodlands. That is called an ecotone line. It's a place where the physical differences come. I've observed it in Minnesota, for instance, where the ecotone line in the northern part of Minnesota, where the lines where the glaciers were, start out to the prairies. In the campus situation, the ecotone line here is called by the grasslands. I believe geologically there are various marine terraces there, and all of a sudden, here is this wonderful tree line. Tommy suggested that perhaps sociologists and psychologists might say that this is the place where primitive man came out from the woods and into the open area and the sunshine, and then was able to retreat back into the forest for protection. The shelter of the woods.

Jarrell: That's so interesting because it's a refinement of the idea that I've read about in Church's own writings. He said, "The landscape is so singular here. Architecture can never compete with it."

Hyde: Yes. He also said it another way: "The campus is architect-proof." The early architects who were hired to construct buildings instinctively began putting the

buildings on the ecotone line, starting with John Carl Warnecke on the library. This part of the ecotone line. Cowell College and Stevenson College are on the line. Central Services (Hahn) Building is on the line. And Porter College is on the line. So instinctively the architects began doing that. And Tommy Church, in essence said to the campus planning committee—don't screw up the ecotone line, either for future colleges or future buildings. Put them all the way out into the open area and do things particularly there or all the way up back into the woods. This is a very fragile place that has to be protected. That was a caution put out early on to the campus planning committee. In general it has been pretty well observed. But we are running out of spaces to put things on campus. So it has always been, at least in the early campus planning, a priority and where things should be, but protect that ecotone line. The music building itself is a fine building. The acoustics, all of those things, the program is fine. I had no problem with the design and Bud Kretschmer and I led the campaign for the funding of that, but I consider the basic siting and the massive scar on the land a lapse in planning. The building was designed by an architect who is very clever and a good designer, but comes from Santa Fe, New Mexico and created something perhaps more toward Santa Fe than toward the central campus of UC Santa Cruz.

I guess my other comment on the Sinsheimer years is that his wife Karen Sinsheimer did a grand job as a volunteer in working and getting Shakespeare Santa Cruz going.

Jarrell: Were you at all involved with Shakespeare Santa Cruz?

Hyde: I put some personal money into it intitially and got people involved in it. Yes, but not deeply.

Chancellor Robert [B.] Stevens. I really have no feel for him. I observed him in the dark days after the 1989 earthquake when my own personal problems with business and home were terrifying. There were obvious problems with buildings on the campus that needed retrofitting, Natural Sciences II in particular. He was at some of the early meetings that had to do with earthquake issues in October, 1989, and was very supportive of the total Santa Cruz community. I personally at that time had a building

with loss of life in downtown Santa Cruz and I observed him in that. I generally had a favorable feeling toward him but I have no real knowledge of how he administered and what he did on campus. I by this time was officially emeritus. I would meet with my emeritus colleagues on a quarterly basis, but I didn't have any specific feel for Chancellor Stevens.

The next was Chancellor Karl [S.] Pister. I was delighted to see his appointment and renew acquaintance with Karl. My acquaintance goes back to 1942 with him when he was in a sailor suit and I was a private first class at Berkeley in an army suit. I met him at that time and I liked him. He made a great record at Berkeley as dean of engineering. He's an excellent administrator. I enjoyed and worked with him on the LOA program and he asked me to come back and be a member of the UC Santa Cruz foundation. So I'm happy with that. I was pleased to see him relay the groundwork for engineering that Francis Clauser had originally started, and get that kicked off. He was the right person at the right time. His educational outreach has been outstanding with all of the education establishment of the counties and communities around us. After his retirement as chancellor he was asked to work out of the president's office and continue replicating that on the other campuses. I think that was a wonderful situation and I'm a great fan of Karl Pister.

Jarrell: Would you like to continue with a little commentary on M.R.C. Greenwood, our current chancellor. She's been here for a little over five years now. Any commentary you would care to make on her direction, on town-gown relations?

Hyde: Basically I think she's great. The words research university have appeared again. That appears to be. I just hope she'll keep the ten-year commitment that she supposedly made at the start. She's a very competent, bright, charismatic, fearless leader. I cheer her on.

The Loma Prieta Earthquake of October 17, 1989

Jarrell: Can we back up to the earthquake? Yesterday you mentioned that in the 1989 Loma Prieta Earthquake . . . you were talking about our former congressman Leon

Panetta, and Henry Mello, our state senator. You were talking about the weekly meetings that you would have that would assemble local politicians, FEMA, local businesses.

Hyde: Maybe I'd better go back and describe the impact of the earthquake on me, and its aftermath. My major activities, which we haven't talked about, after the University, were back in the family business, Ford's department store. My family had been involved since the 1880s. I had been involved since 1951. At the time of the earthquake the Ford's operation had increased to fourteen stores, from Half Moon Bay down to San Luis Obispo County, with the major stores being in Watsonville and Pacific Grove, and smaller stores in Santa Cruz and Salinas and some of the other towns. So I spent my later times with the real estate side of the opening of the stores. Ford's was a small organization with five or six hundred people total.

Jarrell: Did this expansion take place after you retired from the University? Or had that been ongoing in the interim?

Hyde: It was mostly after I resigned from the University. I was active in this whole area in the business, financial, and management side. My title was senior vice president, and I was on the board of directors. Anyway, Perky and I had been to a reunion at Harvard and had returned, flown into San Jose. I went down to the store to check out sales printouts, and was in my office on the second floor of a building built in 1884, with a brick wall on one side.

At five o'clock in the afternoon I was reviewing what had happened in the ten days that I had been away. All of a sudden this rumble started. It was the earthquake and it was terrifying. I got under the desk and the bricks started coming down on the side. The china and glass department was next door. The department store was in this building built on springs in 1884 because it had been a dance hall floor at one time. It was a three-story building and things really started to go. It didn't seem it would stop at all. The bricks kept coming down. We all feared for our lives. There was all of a sudden a big crash when the safe that had the books and papers fell over with a tremendous crash. Then there was silence and I started digging out. I did a quick run through the store to

see what was happening. I found a lot of shaken people but we all moved down and out into the parking area in back of the store, the customers who had been in the store and the employees. As we went out, there was a dusty evening reddish glow as the sun was getting low over the Bay and smoke from fires down in Watsonville, as houses had gone off their foundations and broken gas mains had ignited. It was an eerie feeling. There was nobody hurt in the store, but the building was obviously terribly wounded. There were people killed across the street from flying bricks. A triage station was set up in the plaza and the fire department was running around. It was an absolutely chaotic situation.

Jarrell: Where was Perky? Was she at home?

Hyde: Yes, I thought she was at home. My daughter Marilyn was working at the store at the time and was there with me. Our phones were out, so I stayed around and we got sheets of plywood from the lumberyard and started boarding up broken windows in the front of the store, tried to seal things off.

Jarrell: So there wouldn't be looting?

Hyde: Yes. And fire engines from Monterey arrived. So that was a help, but it was real chaos. Marilyn and I decided to go home. Well, before that, some people came in from our Santa Cruz store on Pacific Avenue, and reported people hurt and killed there. So that was another bad situation. Went home, found Perky and the dog sitting in the car listening to the radio. The house basically was okay, but as I went in there was stuff all over the floors. All I could smell was creme de menthe. I'd had a bottle of creme de menthe in an upper place in the kitchen and that had broken.

Anyway, the next job was obviously we had structural problems with the store. Also, how to let our kids know that we were okay. Phones were out. I went to try to find Dick Huyck, who was a structural engineer, to get on Dick's list. So Marilyn and I drove to Rio del Mar to Dick Huyck's home and while we were there we found a phone booth with a dial tone. We managed to call our son in Boston and told him to call his sister in Hollister

and tell him we were okay, and then went on to find Dick Huyck. Anyway, that started the long-term renewal. Our Santa Cruz store was completely obliterated by the brick wall of the bookstore building adjoining it. There were lots of issues that had to do with the immediate relief, with the water and gas and electricity, and preserving what merchandise was left. And how to take care of the housing issues, particularly in Watsonville.

Jarrell: Yes, that was a much more serious problem in Watsonville than in Santa Cruz.

Hyde: Yes, it was. We also had a store severely damaged in Hollister. So it was three-fold. But my point the other day was that the leadership really came from Congressman Panetta, who managed to pull all of the various governmental, city, county, and state, school districts, University—all the entities together, with the Army Corps of Engineers, with Cal Trans, with the National Guard, Marines, all these various people involved.

Panetta held a weekly meeting in the supervisor's meeting room of the county courthouse, where these people who were working in various aspects of the relief efforts were brought together. There were trailers brought in from some air base in Texas or New Mexico that could do for housing. They needed pads with water and sewer hookups. Those were placed around the county courthouse, around the Southern Pacific yards, around the county fairgrounds, and other places in south county. The people who did the contracting for that turned out to be Cal Trans, which had an ability to make fast, emergency contracts. So by the time the trailers arrived Cal Trans had all the pads ready for them. That was the kind of coordination. Santa Cruz had specific problems all up and down Pacific Avenue. Anyway, my point was that it was extremely well coordinated and the leadership that Leon Panetta gave to that will be long remembered.

Jarrell: Yes, and what was Henry Mello's role in that?

Hyde: He was deeply involved also. The morning after the earthquake I went over to Henry's house. I woke him up by throwing rocks at his window.

Jarrell: You're kidding.

Hyde: No. He already had state people lined up to deal with the situation.

Jarrell: Tell me, just from the point of view of Ford's department stores—the Watsonville store was basically destroyed, as was the Santa Cruz store on Pacific Avenue, and then major damage to the Hollister store. In light of what we are going through right now in the aftermath of the September 11, 2001 terrorist attacks, how do you deal with the physical damage and the people who can't go to work? Did you delegate that or were you actively involved in solving these terrible losses?

Hyde: Well it was a team, but I felt like I was back in the army. Our president George Menasco and our executive vice president were all involved in different phases of it.

Jarrell: I guess it was like being in the army again.

Cultural Life in Santa Cruz County

How did you get interested and involved in Santa Cruz County cultural affairs? What were your original interests? What prompted you?

Hyde: I guess as a child my grandfather's interest in the Watsonville Band, the Methodist Sunday school orchestra, and his support of the music program in the Watsonville schools as a school trustee all kind of rubbed off on me as well as my mother and grandmother, who were interested in music when I was growing up in Watsonville. After my father died I went to school in Berkeley, but I made quite a few visits back to Watsonville and was well aware of what was going on, as well as the limitations of the small town and the society there, although the schools were turning out people that at least appreciated music, and some artists such as J. Hallie Cos, who went off to the University of Hawaii and made quite a name for himself in painting. It wasn't a complete cultural vacuum, but it was a different kind of situation.

Perky and I arrived back in 1951 and immediately raising kids was the major activity. But many of our friends were interested in various art and music activities. Helen Koepke, wife of a medical doctor in the Pajaro Valley was quite interested in art, and a

lot of other doctor friends and wives, and dentist friends and wives, and other compatriots were interested. Particularly there was a recorder group formed in the Episcopal Church. Perky was musical. I'm not musical but I appreciated it. We supported those kinds of things.

Then there was the Watsonville Concert Association, which was typical of the 1950s. San Jose, Santa Cruz, Monterey and Watsonville all organized concert series where the local directors would pick five to seven venues for musicians or performers or monologue people to come to whatever auditoriums were available and would sell season tickets for these series. In addition to being able to use the season tickets for Watsonville, which in some cases were at the Appleton theater or the Watsonville High School auditorium or the E.A. Hall school auditorium, you could also use these tickets on a space-available basis in the other towns; if San Jose had an interesting quartet or a pianist, or Santa Cruz, or Monterey, you could attend. So I got involved in selling tickets and trying to talk that up. Ted Schultz, a proofreader for the *Register-Pajaronian,* was particularly involved in working with that and a lot of our other friends were active in the Watsonville Concert Association. At the same time, some of those who were musically inclined, such as Ann Danno, Virginia Volmer Barr, and others who played instruments began doing string quartet groups, sometimes expanding the recording group. Matilda Dietrich got deeply involved from the Santa Cruz area. She was a musician, a very powerful, forceful woman who had been a WAC officer in the army during the war. Matilda eventually was responsible for organizing what eventually became the Santa Cruz County Symphony orchestra, in later years. In the earlier years these people were playing for fun, but gradually they began doing enough that they had public concerts. So that was the way the Santa Cruz Symphony got started. I was a bystander, and a watcher, and cheered it on, but was not personally involved in it.

Jarrell: What year would that have been?

Hyde: The late 1950s, roughly. Maybe 1960. Cabrillo College got started in 1959. In 1963 or 1964 one of the music people, Ted Toews, got involved, and met Gerhard Samuel, who was an assistant director with the Oakland Symphony. Out of that came a proposal to do

a modern music summer series at Cabrillo. It would be called the Cabrillo Music Festival.

Jarrell: It was the precursor.

Hyde: Actually this is what it became. A man named Vic Jowers had a little roadhouse off Highway I called The Sticky Wicket, and Vic's wife . . . they were English. Vic was an impresario of sorts. His wife was particularly interested in costuming and that part of theater arts. They began having at their roadhouse some informal concerts and classical music things going on, modern music. I took a Bostonian friend by one time out on the back porch and he saw a guy with a ring on his toe. It was a different thing in the 1960s in Santa Cruz County. It was a precursor to later activities. Out of that came a proposal with Bob Swenson at Cabrillo to start the Cabrillo Music Festival. Eight or nine of us, I think Keith Shaffer, Carl Connelly, Bud Wyckoff, and others in a fit of great enthusiasm said let's do it and we'll split the difference afterwards. And we did. That was the start of the Cabrillo Music Festival. It's been now a long-term success with several ups and downs. Gerhard Samuels was the conductor for awhile. He was succeeded by Carlos Chavez of the Mexico City Symphony. There was someone from the University of Santa Clara at a later time, then Dennis Russell Davies, and Marin Alsop, up to the present.

Well that was the start. After starting at UC Santa Cruz, I met Page and Eloise Smith as they came on board. As we began moving toward the campus Page moved into the basement of the Cook House, while Dean McHenry moved into the kitchen of the Cook House and I moved into the Carriage House, in the front office. We started using the old Cowell ranch buildings there. Eloise was deeply interested in the arts and how the arts could work with students, and motivate them. She had great ties with artists from UCLA, in southern California. Eloise said to me, "there's a lot of interest in the arts and a lot of things going on in Santa Cruz County but wow, is it disorganized. Let's see what's out there, what might be done." So she started bringing up people that she knew in southern California, from Santa Barbara and other places, and we had brown bag lunches, irregularly, about once a month, bringing up people who had different views of how a community organized in the arts. Some of the people I remember were the

director of the Santa Barbara Art Museum, the person who was starting up the theater operations for the city of Walnut Creek, a recreations director from Fremont who was building an auditorium at the end of the BART line there, in the complex that the city of Fremont was doing. A wide range of people in the arts, music, theater, dance all came here. They told what they were doing and it was quite interesting.

Cultural Council of Santa Cruz County

Fast forward to the late 1960s. Page and Eloise were at a conference in Winston-Salem, North Carolina where Page was giving a series of lectures and Eloise found a community that was really turned on to the arts, that had an ethnic arts museum, a symphony, and various museums, just a lot of different activities going on. She began inquiring about how this had happened and was told that Phil Haynes, of the Haynes Hosiery Company, which had big mills in the area, a big industrialist, had personally been involved with a local arts plan that delineated goals and objectives and some ways of fundraising for these goals, something like a United Way for the arts. Eloise inquired how this plan came about and was told it was done by a man named Ralph Burgard. He was an interesting man who had come out of the Rhode Island Symphony, had been involved with the St. Paul Chamber Orchestra, and had done the arts planning for Winston-Salem.

We sent a plane ticket to Ralph Burgard and he came out and we started talking with him about it. Out of that came a proposal that Ralph Burgard would be paid professionally to come up with a cultural action plan for Santa Cruz County. That was the genesis. There were other people besides Eloise and myself involved in this including Gary Patton, Sam Leask IV, and Bonnie Bernardi. A pretty broad group listened to these proposals. Burgard was hired and was a great choice. He came. He did great interviews throughout the community, engendered interest, talked to both north and south county, talked to the group in Watsonville who had earlier played music including Bud Wyckoff and Joe Crosetti and others interested in music. Anyway, it was an interesting plan and interesting in the basic fundraising task of how to do it.

Jarrell: Was this cultural action plan actually published?

Hyde: Yes, it was published by a big committee and it was involved with the Chambers of Commerce, with the University and Cabrillo. Out of that committee eventually came a board and organization which became the Cultural Council of Santa Cruz County.

Jarrell: And how was the Cultural Council mounted? It was engendered by this cultural action plan report.

Hyde: It resulted in a legal corporation, a 501C not-for-profit corporation that took on responsibility for enacting the cultural action plan.

Jarrell: What was the gist of the cultural action plan?

Hyde: It was on the one hand a United Way for the arts, fundraising with specific support for the major arts activities of the community, which at that time I believe included about a half dozen entities—the Santa Cruz Symphony, the Cabrillo Music Festival, the Kuumbwa Jazz Center, the Santa Cruz Art League. It included the major existing groups, but it also set aside some specific funds for startup, that everybody knew about. Startup to do different activities.

Jarrell: Where did the money come from?

Hyde: It came from fundraising in the community, and some from the school districts, counties, and cities involved. There was an elaborate plan and a lot of selling by a lot of us about what that should be.

Jarrell: So everybody ponied up—the chamber of commerce, the University, the school districts. They had a pot.

Hyde: Right. I became the first president of the board and we hired a director. Ralph Burgard was hands-on early on. We were off and running from that point on. Overall it's been a howling success over the years. Out of this came the Santa Cruz Art Museum, largely through the work of Ruth Frary upon her retirement from the campus as the

campus physician. It included a group in the San Lorenzo Valley. It included the startup of the Pajaro Valley Arts Council which established a gallery in Watsonville. I did my own transfer of allegiance after term limits, which I firmly believe in for not-for-profit boards, to the Pajaro Valley Arts Council and later helped spin off from that the Mello Center for the Performing Arts, which was sponsored both by the Cultural Council, the Pajaro Valley Arts Council, and the Chamber of Commerce in Watsonville.

Henry J. Mello Center for the Performing Arts

Jarrell: Please talk about the Mello Center for the Arts.

Hyde: One of the problems in Watsonville in the early to mid-1980s was the lack of performance space. The sole space was the Watsonville High School auditorium which seated less than 400 people and acoustically was bad. The chairs were very uncomfortable and it really didn't meet the needs of the school and couldn't be used very often. There was also the Fox Theater in Watsonville that had a pretty good auditorium that seated something like 1200 but it had a limited stage because it was built for the movies, although it was built in the 1930s when there was still some vaudeville involved, so there were a few dressing rooms there, but it was inadequate. A group coming from the Pajaro Valley Arts Council tried to see about auditorium facilities or perhaps buying the Fox Theater, which was marginal from the movie point of view at that time. Anyway, it was a big problem. The group was moving along to do the auditorium at the Fox Theater and one group of us sponsored the first showing of the movie *La Bamba* there. A Watsonville family, the Valenzuelas, had moved up from Pacoima in the San Fernardo Valley where the son, Richie Valenzuela, who became known as Richie Valens, had lived and had gone to high school. Richie had joined a band while still in high school and had tragically died in a plane crash in the Midwest after two or three years with the "Big Bopper" and somebody else.

Jarrell: Yes, he was an iconic figure in early rock and roll, Richie Valens.

Hyde: Richie had come out with the *La Bamba* song. The roots come from the Vera Cruz area of Mexico on the Caribbean coast there and that was where some of the family had

originally come from and it was ingrained in Richie's brain. Then this was picked up by Luis Valdez.

Jarrell: The playwright and one of the founders of Teatro Campesino.

Hyde: Valdez had taken this song and had done a play for it for the *La Bamba* story. This had been picked up by Hollywood, a man named Taylor Hackford, I believe was the key player there. Actually I believe it was Luis's brother who had done the details on the *La Bamba* story. Anyway, knowing the family, some of us said, how about doing the premiere here in Watsonville? We organized this and asked if any of the actors would like to come. Everyone wanted to come and they all came. We had all the stars. We promoted it with searchlights on the street, with coffee and cookies and punch in the Masonic Hall next door. The place was packed. It was a very interesting event. As the final curtain goes where Richie Valens is killed in plane crash and the audience is emotionally brought into the thing, as the lights went up on the stage we introduced first the actors the audience had seen and then the family members who were replicated in the screenplay, including Bad Big Brother Bob who had led Richie astray, the motorcycle guy, his sisters, and so on. As these were introduced each of the people from the family stood up in the auditorium and finally momma on her walker stood up, and there wasn't a dry eye in the house.

Perky and I attended. Cultivating this we had been invited to the studio premiere in Hollywood, where we had met the Pacoima neighbors which is the north end of the San Fernando Valley. The family themselves did not have any Watsonville roots except maybe in the 1970s.

Jarrell: So back to the Henry Mello Center for the Performing Arts.

Hyde: Then came the earthquake. The high school auditorium and that part of the building were completely destroyed in the earthquake, and the building had to go down. There was a need for a new high school auditorium. Those of us on the Pajaro Valley Arts Council looking at the theater needs said why not recreate the local high

school auditorium and make it as large as possible on the site, but also try to put some community money into the thing to make it larger and to improve it and to make it as a true local theater venue.

So the school district and FEMA, who were financing the return of the original auditorium, and the community, in this case the city, and some of us went out fundraising to make a package for the rebuilding of the Watsonville High School auditorium. That was the genesis. There are some interesting things that happened after that. The concept was taken. The school district hired an architect who had never designed an auditorium before, and after I had been involved on the performing arts working with architects and engineers on campus, I realized how complicated this project was. I consulted a retired professor at UC Berkeley, who had been responsible for the design of Zellerbach Hall and asked if he would come down and help us. We looked at the issues, at the original sketches and plans that were coming out of the architect's office. He said we'd need some professional help on acoustics and on sidelines and on all kinds of technical things. As a result of that, I went to the architect and got him to agree that we weren't questioning his basic design. The concept was very good. Thanks to him, he accepted broadening his own personal knowledge and we came up with an excellent auditorium that seats 869.

The organization to run it is another board spin-off of the Pajaro Valley Arts Council working with the city and the school district. It's complicated organizationally because of the different needs of the groups. The high school obviously has first dibbs on the hall for their programs, but beyond that, particularly in the summer and holiday time when school is not in session, and planning ahead for weekends events can be programmed there. The Santa Cruz Symphony has several programs there and it is the best auditorium in the county at the present time.

Jarrell: How did it come to be named after Henry J. Mello?

Hyde: Because of the great love of Henry Mello for the arts and his home community, and his help in getting the funding from the state for some additional needs. He knew all

the places to work through the school funding issues and the community is very grateful to him for that and for his many years of service to the Pajaro Valley community.

Jarrell: He is such a great aficionado of the arts.

Hyde: He's also a great piano player.

Jarrell: Yes, I know. His political life has been so infused . . . he's managed somehow to support the arts in the state and locally both. I was not aware of his involvement in local arts, even though I interviewed him. I knew he was a jazz pianist and he goes to the blues festival every year. He just adores music.

Hyde: Well he's been a great supporter of music both on a local level and on a broader level. From my point of view, his work with senior citizens and those issues, and also his work with water issues in California, as well as school funding are some of the key areas for which we are all very grateful.

Jarrell: What has been your relationship with the *Watsonville Register-Pajaronian* over the years? You must have been a prime advertiser with Ford's department store.

Hyde: Yes.

Jarrell: You mentioned Scotchy Sinclair over at the *Santa Cruz Sentinel,* but I was wondering about your collegial relationships or friendships with the people who ran the *Register-Pajaronian,* because I remember it received a Pulitzer prize many years ago. It was a very fine rural newspaper, an excellent newspaper. I wondered about your thoughts on the newspaper and the people you worked with. Did you know Ward Bushee, for instance? Any names you'd like to mention.

Hyde: Sure. Well it goes back as a child to knowing both the *Register* and the *Pajaronian* people. They were two separate papers in those days. When I came back to town the editor of the *Pajaronian* was a man named Frank Fletcher Orr and Frank and his wife Zoe became good friends. Frank kept the commercial side of the paper far apart from the

editorial side. I dealt with a series of business managers . . . Larry Keoun for many years. The paper had been part of Scripps Howard but it was called the John P. Scripps section of the Scripps Howard family. It was administered out of San Diego and it had papers in Redding, the *Redding Searchlight*, in Ventura, and other places along the coast. Frank Orr's family had been involved in the paper over the years. Frank was a little older than I am, had gone to Stanford, had a similar military background to mine, only he had stayed with the signal corps as a combat photographer, being responsible for various photographers on the Western front out of headquarters in London and later in Paris, and had seen a lot of action. We were friends and Frank and I were assigned to an army reserve unit at Fort Ord. We traveled to Fort Ord together. So I saw a lot of Frank over those years. We became good friends and eventually Ward Bushee was hired and was the editor upon Frank's death. Mike Wallace was the next editor after that.

So I knew all those people and I was around when the action for the Pulitzer prize happened. The story was that a young man in Santa Cruz, a young lawyer, had run against June Borina, who was the first woman district attorney in this area. She had succeeded Steve Wyckoff as district attorney of Santa Cruz County. And this man, Charles Moore, ran against June Borina on a platform of "women aren't tough enough to be district attorney. Elect me and I'll take care of things." Well he did take care of things because he immediately got involved with some of the nefarious people from south county who had ties to prostitution and gambling in that area. Sam Giolotti and another man named Sydney Jehl. Sam was notorious but I don't know how notorious Sydney Jehl was. But Moore had a clandestine meeting with Sydney Jehl, and to take attention away from his being there he had covered the license plate of his car with a newspaper, at which time Sam Vestal, Frank Orr's photographer, had found the car, came out and took a flash picture of the car in Sydney Jehl's driveway. When the flashbulbs went off Sydney Jehl came running out of the house and took the camera and smashed it. In the meantime Sam had pocketed the film, which was later published in the *Register-Pajaronian*. Out of that came a series of stories. A man named Howard Scherin was involved as a reporter. A series of articles led to the resignation of Charles Moore as district attorney and to the *Register-Pajaronian* being awarded a Pulitzer prize in 1955, I

believe it was, for the most outstanding public service of a newspaper in the United States. The postscript to the story was that Moore eventually went to Catholic seminary and became a priest and was assigned to the Monterey diocese and was involved in the San Luis Obispo part of the diocese, and last I knew was in the Pacific Grove area. *The Big Story*, a TV program, had a half hour re-enactment of the awarding of the Pulitzer prize. This was periodically shown on late-night shows, including the television station in San Luis Obispo.

Jarrell: I'm glad you talked about Frank Orr. Also I noticed on the CV that you gave me, which ends in 1977, that you had been involved in Thomas Kuchel's campaign. It said in your dossier that you were a lifelong Republican. What has been your involvement in Republican politics over the years?

Hyde: Well, it's declared, but I have essentially supported individuals. I have a moderate economic conservative point of view. But I think you've seen my broad interest in social programs, education, health, and senior citizens . . . I've not been doctrinaire about it. I thought that Thomas Kuchel was a very excellent person and I signed on early in his campaign to be county chairman for him.

Jarrell: You see, I think it's interesting because I remember Thomas Kuchel. In those days there was a very strong group of Rockefeller Republicans. Let's call them moderate Republicans. The Democrats don't have a monopoly on all of the those social issues and programs that you've been so involved in. I know from your life and your involvements in a wide range of activities . . .

Hyde: Well I supported him. I don't support everybody who comes along. I also supported Don Grunsky for a great many years. I had great admiration for him. He was a UC Berkeley graduate. I've also supported Bruce McPherson. On the other side, I supported Henry Mello, and Leon and Sylvia Panetta. You have to call them a team together. And the earthquake issues and so on that Leon conducted have been absolutely great, and I've also supported Fred Farr along the way. I had a long relationship, although I had a lot of issues with Burt Talcott when he was our congressman, and I was

here on campus then and I was making mostly military trips to Washington. But I worked particularly with his office and with his administrative assistant, Bill McNellis. This was before the Younger Lagoon was available for the campus. And Bill Doyle as director of Long Marine Laboratory and I were looking to try to find a spot on the coast that could support the campus's needs for marine activity. One possible place that had some problems because it was far away was Pigeon Point. The Coast Guard was automating the light there, but there was a cove and an area there that had possibilities, and I spent a fair amount of time working with Talcott's office on that facility.

Jarrell: You've been involved with a number of local politicians, depending on the issues.

Hyde: Right. I haven't tried to wear partisan sleeves or a hat. But on the other hand I don't want anybody to misunderstand where I stand on things.

Persis Horner Hyde

Let me talk about my wife, Perky Hyde. During this time of interviews and reflections, my wife, Perky Hyde, died June 15, 2001. We'd had 52 years of a team partnership, a marriage together, knowing instinctively what each felt and giving unconditional support to each other. It's a major blow to me and my family. It was at her insistence, where she lobbied the rest of the family to push me that I originally consented to these interviews. Perky's death was not unexpected. She first developed breast cancer 19 years ago. After a mastectomy, it appeared that the surgeon had excised it and she continued her familiar activities. But four years ago the breast cancer was back, now metastasized to the bladder. We were told that this was terminal, but there were ways of fighting it and she was game. More surgery, radiation, and chemotherapy followed. In all, eight different chemotherapies were used, some holding the line for months. She was almost as active as before, was never in heavy-duty, continuing pain, and always said she was okay. She kept a full schedule with the organizations she supported, and we continued regular trips abroad to Europe, Mexico, Canada, and the Caribbean, as well as regularly seeing our son Doug and his family in New England, and visiting with friends and

colleagues in the United States. I give great thanks to UC San Francisco, to the Carol Franc Buck Breast Care Center, where our oncologist Dr. John Park, called the treatment based on current research, and teamed with Santa Cruz oncologist Dr. Jennifer Choate, to provide informed, thoughtful, and compassionate care, with a whole group of Santa Cruz County health professionals. Dr. Park grew up and attended high school in Monterey so the whole effort was from the Monterey Bay.

Persis Horner was a San Francisco city girl whose family roots were in rural California. Her father, Dr. Warren B. Horner, was a Cal trained physician. He graduated from Chico High School and came to Berkeley, where he teamed up in a rooming house with another valley man, this one from Bakersfield, named Earl Warren, later Chief Justice of the United States Supreme Court. They were part of the class of 1913, with friend and fellow classmate Robert Gordon Sproul, later president of the University of California. Bud Horner went to UC San Francisco to medical school, graduating in 1917 to join the World War I Stanford University Naval Hospital, sent to Scotland.

Perky's mother, Madge, was born in Kelseyville, in rural Lake County, lived there and in Campbell, and attended Lowell High School in San Francisco. Lowell classmate Daniel Koshland, later a UC regent, for whom a street I just crossed is named on the UC campus, never failed to ask after Madge and Clendenin Horner when I saw him. Madge attended San Francisco State Normal School, now San Francisco State University, and became a San Francisco teacher. On his return from Scotland, Warren Horner and Madge were married in 1919 and went to Vienna, where he studied ophthalmology, then the best eye program in the world. The couple returned in 1921, and established their home in San Francisco, where Dr. Horner had a downtown private practice and was appointed a clinical professor at UC Medical School.

Perky was born in 1924, and had a brother Doug, born in 1926. They attended San Francisco public schools, Perky transferring to Hamlin School where she graduated from high school in 1941, and started at Cal Berkeley with me in August, although we did not meet until much later. Perky and I both took Zoology 10 for our science requirement, which scheduled our first three-hour final examination at 8 a.m. on Monday, December

8, 1941, the day after the Japanese bombed Pearl Harbor. The German consulate in San Francisco was up the street from Perky's home when the consulate officers started burning diplomatic papers the evening of December 7, starting a chimney fire, making for great neighborhood excitement. Later, Perky and I made up a series of stories about this coincidence.

Jarrell: I am a little uncertain. You were both in the same class but you still didn't know each other.

Hyde: We didn't know each other. I claim that I saw her and recognized her. But she claims that she never saw me.

With Pearl Harbor, Perky's father was immediately recalled by the navy and sent to Pearl Harbor, Hawaii, where he became executive officer of the huge Aiea Heights Naval Hospital. With the U.S. at war, life changed at Berkeley, as most tried to finish courses and units. I left Berkeley in 1943, and was called up in the army and Perky continued and graduated with our class in 1945, with a Latin America regional major in the College of Letters and Science.

Jarrell: That was a rather unusual field in those days, wasn't it?

Hyde: It was and it was possible to do in the political science area, taking regional studies and Spanish language and so on. It is no longer possible, that particular major, just as my major no longer exists. My major was the general curriculum which included history, economics, military and other courses, but had no concentration. It was possible in those days to do that.

Jarrell: How did Perky get interested in Latin American area studies, and that whole region?

Hyde: I think she enjoyed history and political science and she had an aptitude for Spanish. She was active in the management of a little theater there, and upon graduation

she enrolled in secretarial school, a college graduate. She didn't know how to type and take dictation for men in offices in San Francisco, so that was a skill she had to get.

Jarrell: Isn't that ridiculous in light of what we have now?

Hyde: Of course.

Jarrell: That a woman could have a bachelor's degree from UC Berkeley . . .

Hyde: Well her father felt that it was pretty important.

Jarrell: Another era.

Hyde: Anyway, she secured a job at an export/import company, among other things, mobilizing and shipping a tuna fish cannery to Peru. So it was tied to her major but it was a lot of office stuff too. She joined and participated in volunteer community work for the Junior League of San Francisco. Upon my separation from the army and return to Berkeley in the summer of 1947, I met Perky through my friend Bob Birge, and his intended, Perky's old friend, Ann Chamberlain. At that time Ann and Bob were both in the physics graduate program at Harvard. I followed to Harvard Business School that fall and came home in January. At semester break I proposed to Perky and we were married August 14, 1948, in a formal white tie ceremony at St. Luke's Episcopal Church in San Francisco followed by a reception at her San Francisco home.

We drove cross country to an apartment I had rented in Back Bay in Boston, where I went to Harvard Business School. Perky helped me by typing my papers, and worked regularly as a volunteer via the Boston Junior League and at an early international Public Broadcasting Station called WRUL, which was beaming short wave signals to Europe. It was kind of an early Voice of America operation. The technology and the politics had not really developed in post World War II, but this was a precursor to the Voice of America. The offices were fairly close to our apartment in Boston so that was the regular situation for her.

She learned and enjoyed it and met a lot of interesting people in the Boston area. Our apartment was within walking distance of both Fenway Park and Braves Field and Perky enjoyed a chance to see the Red Sox and the Braves in action. I rarely had the time to attend with her, but with other Californians we listened to the Cal-Stanford game in a basement in a hall at Harvard Yard. We had a wonderful year there together, new friends, interesting courses. We caught the musical, *South Pacific*, in Boston before it opened in New York, saw opera, attended the Boston Symphony and the pops concerts, spent Christmas with my aunt and her family in Montreal and went skiing at Stowe. Perky was most helpful in organizing and typing out a group term paper in my second-year manufacturing class.

Upon receiving my MBA in June, 1949, I took a job with the Emporium department store in San Francisco and we came back to my boyhood home in Berkeley next to Ray Birge's. Our first child, Marilyn, was born in 1950, and I followed events on the Berkeley campus, where our friend, Edwin Fussell, was among the few who did not sign the loyalty oath.

In the meantime, our family business, Ford's department store in Watsonville, was entering the postwar world and needed help. Perky and I agreed to come and I started work there October 1, 1951, the 99th year of the store. Our second child, our daughter Christine, was born in Watsonville in 1952. Perky found the small town different, parochial, limited in arts performance and intellectual stimulus. We kept many of our San Francisco Bay Area friends, and still have them. But we soon established friendships with other couples our age.

I want to mention a few of the friendships that we made, mostly with other couples, generally our age, some of whom were newcomers to the area. Bob and Virginia Culbertson. Bob, from our class at Berkeley, the one with Karl Pister, he was in the navy while I was in the army. Bob was then working for Montgomery Ward in Watsonville, and he soon joined Marty Franich in the automobile dealerships there. He is a continuing good friend. Taine and Janet Bell, both medical doctors trained at Stanford. Shields and Virginia Barr, Shields a medical doctor. Virginia, a Mills graduate. She initially worked

part time in the UC Santa Cruz chancellor's office in academic planning. Vince and Ann Danno Vince was a USC-trained dentist, and Ann, a UC Berkeley biology classmate. Bruce and Betsy Wolpert both had degrees from Stanford. Betsy's father had started Granite Construction Company. Phil and Lorraine Boyle, Phil a lawyer, Lorraine a Stanford graduate from the longtime Pajaro Valley Struve family. And Frank and Zoe Orr, Stanford graduates. Frank was editor of the *Watsonville Register-Pajaronian* and associated with me in the army reserve. From the store, president George Menasco and his wife Earline. And Controller Tom Parker and his wife Della. Tom I knew since kindergarten. Generally at this time wives did not work out of home jobs, and those of us who were in the professions, most of us and the whole family were very busy with jobs and children and all that entails, but we had a lot of dinners at each other's homes, watched college football games on TV together, as the TV technology developed and some began getting fancier televisions than others. We would have parties in the living room, particularly for Rose Bowl games and things like that. Usually children were left at home in those days and we had a list of wonderful grandmotherly babysitters who were part of our lives, something that is rarely part of our social organization now.

Perky early on became involved in the Watsonville branch of the AAUW and its continuing goal of equal opportunity for women. The AAUW also had social activities and she did a lot of organization with them. She also asked my relative, Sarah Treat Childs, UC Berkeley, class of 1885, then in her late 90s, to Watsonville to talk about the initial forming of the national AAUW, which she had been a part of with her sister in its founding. The Watsonville AAUW was also very heavy with schoolteachers. I think it was more activist, and a lot of people in midcounty belonged, and some in Santa Cruz belonged as well.

She had good organizational ability and became president of the Watsonville AAUW. Perky had a rare ability to establish low-key, friendly relationships which inspired others to work with her. She always saw potential in people, no matter how prejudiced or uninformed they might be, and she taught me and many others to soften our opinions and find and seek common ground.

She saw the best in everybody. She developed a passion, although you probably would not have called it that. It seemed just to be the right thing to do: to bring better opportunities for women and children in the Pajaro Valley here and in all of Santa Cruz County. She did this largely through organizations which involved our children, initially, like 4-H, the PTA, and the Girl Scouts. With Elaine Nichol she started a Brownie troop which later became a Girl Scout troop. But one of the first of these organizations was a cooperative nursery school organized under the Watsonville Adult School, where parents joined together and volunteered time to work with preschool children at one of the city parks. This was an eye-opener to Perky at the organization there, seeing firsthand the range of ethnic, economic, social, and educational backgrounds of the people of the Pajaro Valley. It was truly a multicultural activity with a common dedication to children. She developed a lot of friendships across this whole situation. Today I meet people in the grocery store and they say, oh I remember when we were doing this with Perky in the cooperative nursery school, or how they were working on playground equipment, or training, or working with kids.

At the same time Perky supported me in my role at the store, and sometimes traveled with me on merchandising or buying trips to Los Angeles or San Francisco markets, and sometimes to New York.

Perky was not a particularly religious person in a formal sense, but as our lives developed she embraced my family tradition of Methodist Christianity, particularly its tenets of seeking God, of accepting a higher meaning in life; not accepting necessarily a formal doctrine, but recognizing purpose and beauty in life as we and our associates faced life together. Together Perky and I faced challenges while participating in the exciting post-World War II world, and this faith served as a bulwark in our lives and actions. Our children were involved with Sunday school and church, and particularly participated in the International Christian Youth Exchange in Watsonville sponsored by the Methodist and Presbyterian Churches. After high school, before college, our daughter Marilyn went to Sweden for a year in a Swedish family and our son, Doug, went to Bolivia between high school and college, where he lived with a lower middle

class family and attended public high school. These were both under the sponsorship of the International Christian Youth Exchange. And certainly new horizons opened to our children and to us too.

Perky's interests in the church and in music translated to a 26-year tenure as a handbell choir member and organizationally she did her part as a church trustee. For many years she chaired the pastor-parish relations committee responsible for the personnel activities of the church, and she particularly was good at and enjoyed mentoring women pastors, a new part of the Methodist church locally during the last ten years.

My own church activities were largely organizational and financial, helping organize programs and funding programs. Because of a severe housing situation in Watsonville I led a collaboration of the Methodist Church with the Watsonville Presbyterian Church, where Watsonville lawyer and UC Berkeley graduate Thomas Skillicorn served with me and a group from the NAACP. We worked to develop and manage 200 units of federal low-income housing. This was constructed in Freedom, originally as Green Valley apartments, now Sunny Meadows apartments. It continues as a major low-income housing entity. I served on the board eight years, the first five years as the founding president.

While Perky was very active in raising our family and participating in community activities, she also supported me in my job-related and outside activities and interests, including being an army wife during my active duty periods, and hostess and participant, and attended many meetings with me. We entertained frequently in our home. Many dinner parties and activities, many of these having some involvement with UCSC, generally mixing University and community people. Perky was a superb hostess and party-giver. She learned a lot from Jane McHenry, who was continually involved with Dean McHenry in making sure that visitors and staff were always welcomed and hosted.

We traveled a lot as a family, often to the East Coast and Washington, D.C., during my army reserve duty. We also had many family ski trips, both in the U.S. and later in

Europe. In later years we added South America and Africa for family trips. The rest of us when available would try to link up when possible.

The University Library

You wanted to know about Perky's and my interest in the UCSC library and its collections, and I've got a couple stories for you.

I earlier discussed our relations with campus librarian Donald T. Clark and his wife Emily. We also became interested in Special Collections and sought out gems of regional or intellectual interest where the UCSC library could provide an archive. First a pertinent story. Don Clark and others were pursuing Robert [A.] Heinlein, who had moved to Bonny Doon. He was an early writer of science fiction, perhaps the first to really popularize this genre of fiction. I did not know much about it but I had been intrigued reading his now classic *Stranger in a Strange Land.* Don Clark hoped Heinlein would donate to Special Collections his early drafts and research papers. I had met Heinlein. He was a fiery, egotistical, opinionated, perhaps psychotic genius. A neighbor of the McHenrys, he had barricaded his new home from prying eyes and visitors with elaborate gates and alarms.

One afternoon Heinlein in his huge, but not new Cadillac visited Don Clark in the then-new McHenry Library to discuss arrangements. He parked at the main entrance to the library in the interior of the campus, and after what was later reported as a very good meeting, went out to find a parking ticket on his car. And he went into an uncontrolled rage. There were parking signs, maybe not too prominent, in keeping with the early rustic campus. Heinlein was bound and determined he was going to do what he wanted. I phoned Heinlein when I found out about it. I apologized and said please forget it. Don't worry. We're all trying to preserve the campus and control parking. Our police were only doing what they were supposed to, and we're sorry we didn't arrange properly for your reception. I received back about a fifteen minute tirade over the phone. A week or so later I received a call from my friend Watsonville lawyer Richard Kessel, Heinlein's lawyer. His client had instructed him to bring a legal suit against the campus

and the Regents for an illegal ticket and for illegal regulations and campus signage. Kessel said that he had tried to dissuade Heinlein that this was no big deal but he had insisted the matter be pressed no matter what the legal costs.

Jarrell: My goodness. I have heard a number of stories about him, never that particular story. That he was obstreperous and litigious and difficult.

Hyde: Very much so. All of it. With the Kessels, Perky and I started to try to remedy the situation as far as the campus was concerned. We invited the Heinleins to dinner at our home to meet our friends Janet and Taine Bell. Taine's late father Eric Temple Bell had been a pioneer science fiction writer under the pen name of John Taine. At the dinner we included the Kessels and others from the University. The Heinleins arrived in the big Cadillac and everyone had a great time, had stimulating intellectual conversation heavily dominated by Heinlein. But after a few glasses of wine the parking situation was never heard about again, and Don Clark eventually got the Heinlein collection.

We also became involved in helping Gurden Mooser with the Norman Strouse collection of Thomas Carlyle and other literary gems. Norman Strouse was a self-made business leader without a college background and had become CEO of J. Walter Thompson, a major advertising agency. Gurden had worked for him there. I developed a nice warm friendship with Norman for many years, particularly at the Bohemian Grove encampment. Perky and I visited Norman and his wife Charlotte at their St. Helena home. The Strouses also collected Robert Louis Stevenson and I introduced them to the Robert Louis Stevenson school in Pebble Beach where he lectured in an English class. Other collections we pursued together over the years were the MacKenzie collection on migration and adaptation, the migrant agricultural history archive, and the Porter family papers. We also did our part on the Ryerson South Pacific papers.

One interesting person who crossed our lives and affected the campus and the Santa Cruz area in several interesting ways was Knowles A. Ryerson. Knowles was from southern California, and had become interested in the Mt. Wilson Observatory construction and astronomy while attending high school in Pasadena, California. He

attended Berkeley as an agriculture/horticulture major in the class of 1917, where he was a close friend of my father's. In World War I, with other Cal personnel, he was commissioned in the engineers and ran a sawmill cutting pine trees in the Bordeaux area to produce lumber for the trenches on the Western front.

Demobilized, he became a county farm advisor in Shasta County, where he employed Esther Steinbeck from Salinas as a farm extension specialist. She drove around in a Model-T Ford visiting farm women and advising them about diet and canning and preservation. Esther was a graduate of Mills College and she asked Knowles for counsel about her brother, John Steinbeck, to whom she was sending a part of her salary when he was at Stanford. She complained to Knowles that she wasn't sure it was a good move sending money to her brother because as far as she could determine he wasn't spending much time at Stanford and was spending a lot of time partying in San Francisco, probably with her money. Anyway, Esther later moved to Watsonville where she taught at Watsonville High School and married Carrol Rodgers. They were newleyweds in the Watsonville area with my parents.

Knowles always kept up his friendship with them and visited regularly, and later Esther helped my wife Perky adjust to her new life in the Watsonville community. Perky visited regularly with our preschool-age children at the Rodgers home, where a coffee pot and cookies were always on the woodstove and Knowles's adventures were often discussed.

In the 1920s Knowles had continued with the University of California, hunting worldwide for plants in places like the Atlas Mountains of North Africa, in Haiti and other areas. He started teaching at Berkeley and became involved in the National Arboretum in Washington in the 1930s. He did all kinds of experimental agricultural and horticultural work. During the Roosevelt administration in the 1930s he was appointed assistant secretary of agriculture, reporting to Secretary of Agriculture Henry Wallace. He was later named dean and was placed in charge of the UC agriculture operations at Davis. He was also involved with Howard Shontz who later became the first assistant chancellor for student services, and registrar of the Santa Cruz campus.

Another side of Knowles was that he had known Chester W. Nimitz at Cal. At that time Chester was starting up the naval ROTC at UC Berkeley and was a lieutenant commander in the navy. Later as a five star admiral he was in charge of all Pacific operations for the navy. His sailors were eating a lot of frozen and preserved food and were way off in the South Pacific and he asked Knowles if there was any way that he could get fresh vegetables grown for his sailors. Knowles said sure, give me a battalion of seabees and six months and I'll have it for you. And Chester complied. Knowles went around finding his former students and UC Davis ag people that he'd been involved with over the years and took a handful of them as civilians off to the Pacific. Among those from Santa Cruz he picked up Robert Burton who was the ag teacher at Santa Cruz High School and Rocky Lydon of San Benito County and Hollister. The group proceed to a volcanic island somewhere near Tulagi. A few months later he had the vegetables for Nimitz's sailors.

Knowles's reputation for knowledge about the South Pacific began with this experience. Burton returned to Santa Cruz High School and later became Santa Cruz County supervisor where he was involved in helping the planning and the early interface of the Santa Cruz campus with the county of Santa Cruz. Knowles, with his background in agriculture, was named to the South Pacific Commission, which was the international commission appointed by the United States, Great Britain, France, Australia, and New Zealand to recommend governmental and sovereignty issues of the formerly mandated islands that the Japanese had occupied after World War II in the South Pacific. He participated in all the details of that. There had been some interesting international ties as the empires of Britain and France were subsiding, and there were other issues later of nuclear testing and the French taking their particular sovereignty in certain islands there, while the British generally turned over much of their former interests to the people of New Zealand and Australia. So there were a lot of interesting contentious things involving this and there were interesting papers.

Dean McHenry asked Knowles if he would donate those papers to the UCSC library, and an organized research unit of South Pacific Studies was set up at the campus. The

collection of the Ryerson papers and the activities of the South Pacific Commission became a key part of this effort. In the latter part of his tenure with the University, Knowles was appointed University dean of agriculture, and the Ryersons moved to Berkeley from Davis, where they had been for many years, and eventually he took emeritus status. During this time we saw a lot of him around here. He was involved with the South Pacific papers, but also had a lot of advice for Dean McHenry, Kenneth Thimann and me in setting up an arboretum.

UCSC Arboretum

Knowles had been deeply involved with the National Arboretum in Washington, and had been involved with the Shields family of the Sacramento Valley which had provided private funds for the UC Davis Arboretum. My first involvement with the arboretum was when Emil Schmidt from Castroville donated many species of *Eucalypti* that he had collected. We got them as a gift and placed them in an area off Empire Grade Road, surrounding the standby propane plant that was going in there for the campus. And this all of a sudden was a start and the location was done by the campus planning committee. Dean McHenry encouraged it and I had to do some of the pacing off of where the actual spots were, and that phase of it. At this same time my staff was checking out possible proposals to establish a golf course on the southwest corner of the campus, the triangle separated by Empire Grade, looking at the open space land for possible revenue to the campus, and a symbiotic relationship as exemplified by the highly successful Stanford golf course.

Jarrell: I have never heard that story, that there was the prospect of a golf course, which would be income-generating then?

Hyde: Yes. Hold the land. A green, open area that would attract people to the campus.

Professor Jean Langenheim had numerous species of pine which she was using based on her research with Kenneth Thimann and she had a lot of them up in the greenhouse on the roof of the Thimann laboratories. These were then available and went into an area

somewhere near where the eucalypti had been placed. Knowles Ryerson enthusiastically supported it and we also got great support from Kenneth Thimann and the biology staff.

Jarrell: Was the emphasis of the arboretum on Australian and South Pacific . . .

Hyde: Not at the start. The emphasis at the start was as a library of plants. But that changed with Knowles Ryerson once Dean McHenry's interest in those areas of Australia and the South Pacific developed. All these people worked with Ray Collett, then assistant professor of geography and he was given the assignment to take charge of that and develop this library of plants. It soon began to emphasize the South Pacific flora, particularly because the plants in this Mediterranean climate were very compatible.

Jarrell: And then of course there became a really significant emphasis on proteas, which are from South Africa.

Hyde: Yes, I believe they are part of this Gonawandaland break in the crust of the earth and so Australia, New Zealand and part of South Africa, down in those latitudes. This is a much later development as the geoformation of the earth comes into the faultlines. I don't know much about that.

Jarrell: Over the years, some people have said the arboretum was sort of like a stepchild. That it had an ambiguous relationship with campus academic and administrative life. Can you speak to that?

Hyde: During the McHenry time it had a direct relationship with the campus and particularly with Kenneth Thimann and all the biology faculty. Ray Collett was the right person for starting it. A geographer by training, he was knowledgeable, and had a clear vision of how it might develop. He worked cooperatively with staff and students and he was a dedicated workaholic. I, on the non-academic side, tried to support it, helping with roads, all within the total campus picture. Later, when I resigned from the campus, as a volunteer I helped organize a community Arboretum Associates and became the president of that for two years. And my time was limited, but I got great cooperation and

assistance at the start of the associates program. Docents, work groups, plant sales, lectures and fundraising—all for the arboretum program.

Jarrell: So the capital outlay to develop the original arboretum, the roads, the water system, all of that, was out of University funds.

Hyde: Just to the entrance. The concept itself was not part of the original plan . . . it was not separately funded early on from University-wide. Granite Construction and Granite Rock gave heavy amounts of plant mix and gravel for roads. Burt Scott, then the president of Granite Construction, was there a lot, and he had this friend up in Davenport who ran the cement plant there, and would have lunch regularly right below the campus and would come up and check it out and then provide additional things that could be used at the arboretum. It was not heavily funded. Knowles Ryerson had a lot of ideas as far as University support, but arboretums were not on the major list of University priorities.

Alan Chadwick and the UCSC Farm and Garden Project

Jarrell: When we were chatting last week you referred to Alan Chadwick as a kind of a Pied Piper. I thought that would be a good way to start talking about him.

Hyde: Yes, another project that developed in the 1970s was the arrival of Alan Chadwick at UC Santa Cruz. My recollection is that Page Smith was the contact and Page and Eloise Smith saw Alan as growing flowers and vegetables on the campus and teaching students and adding to the quality of life at Cowell College. Paul Lee, an assistant professor, was also very much involved. Jasper Rose also cheered him on. I'm not sure whether Jasper had some early ties in England to the man. Jasper enjoyed English gardens and all of the flowers.

Alan was fiftyish. He was gaunt, sun-tanned, had blonde cropped hair, and always wore clean, but well-worn British shorts, and stockings below his shorts and high leather boots, army boots, I guess, and these khaki shorts. He was a veteran of the British army in North Africa, and I tried to pin him down with my own army experiences on this, and

never was ever really able to figure out just exactly where he had served. He was a charismatic character who immediately won everyone over. His project was turning a piece of hillside into a garden and he kind of staked out just below Crown-Merrill College a huge, but well-hidden area . . . a four-acre spot on the hillside there. A little brief history of the site. This was below a huge, but well-hidden pad where the main campus electrical service was located.

The history of the site was that prior to the startup of the campus, electricity was brought to the area by an overhead electric line that had come up from Empire Grade Road, and was used to power the crushers and the things in the various quarries that the Cowells had maintained on the campus site. That overhead line was the initial powering of construction equipment and temporary pumps and things as the campus developed.

Jarrell: That must have been quite a line, going from Empire Grade all the way over right under what is now Merrill College.

Hyde: It was a major pole line with a maybe 32,000 volt line or something like that on it. But in the agreement the campus was to have underground electricity. PG&E agreed to bring it in underground. The campus planned initially to distribute it underground. Lou Fackler was deeply involved in that design. I tried to learn about it. One interesting thing was I spent some time with Stanley Hiller, Sr., in Berkeley, who was a World War I engineer, aviator type, whose son Stanley Jr. was the inventor of the Hiller helicopter and had been a childhood friend of mine. Mr. Hiller had a lot of ideas on the technology of underground power plants.

Anyway, a large pad was needed for the distribution area, and this was brought up to the campus planning committee, and in turn I had asked campus landscape architect Thomas Church to come up with a site that he thought would be the least disturbing to the campus. It was just a large, football-sized pad, more or less, that was needed. Tommy Church came up with this particular site above the cross-campus road, and below the Crown-Merrill site. The campus planning committee had approved it and that had gone forward. Below this on a sloping hillside were four acres, originally a mixture of trees

and chaparral that Alan deemed was just right for his project, and he set about his task. Loosely affiliated with Cowell/Stevenson College, with kind of the amused blessing of Kenneth Thimann, whose Crown College provost home was close by. Alan was hard to pin down as far as whom he was reporting to. My assistant, Elizabeth Penaat took him over to Cabrillo College and enrolled him in a course and then employed him in some kind of situation where he was a student employee. I think things were stretched, but he legally became a campus employee under that situation. Then he was off and running. He was, I believe, not a citizen.

He was kind of a Pied Piper who was a very interesting, charismatic gentleman, and he started growing flowers. He had specific rules and opinions and methods he believed in and touted the French intensive method as he called the growing of plants and flowers, sometimes called double-spaded beds, raised beds, natural manure, fertilizer, working it into the soil. Horses were okay. No machines, no rototillers. It was all by hard work, spade work, hand watering, hoses and pipes okay, all organic, no sprays. That was what he did. He was personally almost like a slavedriver to willing students and apprentices. He kind of hopped around and was everywhere in the garden and it all worked. There were soon armloads of flowers being delivered all over campus by beaming, bright young people. But this was just the start.

Administratively, he was a real pain. He wanted undivided attention. His outreach was tremendous and he hated bureaucracies, something I could appreciate, but I was in the role of a bureaucrat and there were other, more important campus planning and administrative issues. There was a student-funded A-frame building which was moved from Cowell College to the garden and Elizabeth Penaat gave him an old electric stove that she had at home and soon we found that Alan was kind of camping out and living in this place. Then he began complaining of the problems that his boots were all wet all the time and he was getting fungus in his feet.

Anyway, there were all kinds of interesting things going on. Additional people were needed. Budgets were filled out but it didn’t ever mean very much. Apprentices. There were flower children flocking in from the Haight-Ashbury to Santa Cruz to Big Sur.

Some were students and some were not and Alan didn't care who were students as long as they did the work in the garden. Should students get academic credit? Should there be bathroom facilities? What about non-students? Faculty involvement. Historians and artists growing flowers. It was all pretty interesting. The regular ag people thought this was all very bizarre. What about rototillers? And whenever questions were raised, the questioners were always bought off with armloads of flowers and later vegetables for the officer to take home. I finally stepped back and delegated most of my responsibility to Elizabeth Penaat, where I got periodic updates. She established a good continuing relationship administratively, and soon along came some young associates, I'm not exactly sure of the relationship. The names I remember particularly were Steve Kafka and later Beth, who became his wife, and Orin Martin was another one who was involved.

Beyond the garden, there were additional plans for a farm to be located on the lower campus. The whole thing calmed down with the arrival of Stanley Cain, visiting professor of environmental studies, and his wife Louise, who took that under their wing. Stanley was a member of the National Academy of Sciences, and he had enough academic horsepower and began interfacing with the biologists and others on this situation. Louise worked on a support group and getting its academic and organizational house in order, and I eventually resigned from the campus. After I resigned Elizabeth Penaat assumed the vice chancellorship and eventually there was a blowup of some kind, which I've only heard about secondhand, which involved the question of a student strike that had to do with the supporters of Steve Kafka, and what he was doing in regularizing things and with Alan who by this time was quite bizarre in his behavior in the garden. I believe that Elizabeth Penaat finally was responsible for terminating Alan. That was not on my watch.

Jarrell: What was the relationship between Chadwick and McHenry like?

Hyde: McHenry liked the flowers, thought this was a wonderful thing for students to be doing, to be working with their hands in the soil. It was reminiscent of McHenry's own boyhood in Lompoc on a farm and his own continuing interest in his place in Bonny

Doon. McHenry really appreciated this relationship of people to the land. Chadwick was a charmer, but we sometimes talked about how he was hard to manage. But Dean was willing to put up with him because the results were so good. The whole program has grown now into agroecology and sustainable food supply. The campus and I should be really proud of that particular thing. I guess I'll end by saying that every morning I ride my bike near my home where there's a large organic farm called Blue Heron Farms, founded by one of the people who was involved, and it's been a great alternative success in growing foodstuffs, preserving the land, the organic movement. I share with pride this extraordinary enterprise, but I chuckle a little about how it all got started. It had very modest and non-traditional beginnings, but it has now evolved into a very serious agroecology, academic component.

Jarrell: Thank you so much, that's wonderful.

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