Because enrollment was low, I did some research to find out what might be done to help the situation. I flew to Washington, D.C., and conferred with the Congressional delegation there to see if it would be possible for us to get an Army Specialized Training Unit (ASTU). After considerable maneuvering and some political finesse, as well as genuine desire on our part, a Unit was allocated to us. This meant that we would have to adjust a good many things on the campus—curriculum, schedule, housing, etc., and the Federal Government demanded that we put in the fire lines to the women’s gymnasium which was to be used as one of the housing units. The other housing unit was to be Kittredge Hall which was within the range of the fire coverage required by the Federal Government. There was considerable discussion about whether or not the College should pay for the fire line or whether that should be a part of the cost to the government as the Unit came to us. The line was installed and if I remember correctly, the College paid for it and it is, of course, still a part of the fire protection for the women’s gymnasium.

The Unit arrived on December 6, 1943, and there were 238 young men, all of whom lived East of the Hudson River. It appeared that the Army wanted to put the units, geographically, as far away as possible in order to discourage the idea of going home over the weekends and to make the men independent in their own right. The group which came to us was supposed to be trained in the electronic aspects of the War. The girls, of course, were
exceedingly pleased, and on the Friday when the Unit arrived, there was a big sign that read, "Come to the Welcoming Dance for the ASTU". Shortly before the dance was held, however, the officers announced that one out of every ten of the men in the Unit would be cashiered out into the Infantry on Friday at four o'clock because of their grade point. This meant that everybody was studying as they had never studied before and very few of the men showed up at the welcoming dance! This type of discipline put the men under great pressure and it was always tragic at four o'clock on Friday when men were cashiered out and sent to the Infantry.

The men called the gymnasium the "Barn" and called Kittredge Hall the "Palace" and the question asked was, "Are you staying in the Barn or the Palace?" The food service was augmented considerably and the Unit adjusted without too great a difficulty. The contract with the government was very helpful to the total budget and made it possible for us to bridge the gap much more easily than if we had not had it. It was interesting to work with the commanding officers who had their headquarters on the top floor of Jones Hall. They were a congenial group and were very sympathetic to the curriculum and the ideals of the College.

The Unit was with us until the Spring of 1944 when it was phased out. The men were told that they would go into specialized electronic training and would not go into the Infantry. However, after they left us, they went from place to place for specialized training and ended up on the front lines in the Battle of the Bulge. Many of them were taken captive and when the
Germans were overtaken and could not care for the prisoners according to the Articles of War many of them were shot before the retreat. It was one of the great tragedies in the history of the College of Puget Sound. Many of the parents felt that their sons had been very poorly treated. Their names are listed in the 133 men for whom the Memorial Fieldhouse was built after the War.
PLANS FOR AFTER THE WAR

In February of 1944, I felt very keenly that, somehow or other, plans should be made for the days after the War. I asked the Board of Trustees to set up a committee to make long-range plans. Mr. Kilworth was made Chairman of this committee and Richard Wasson was also made Chairman of the Buildings and Grounds Committee.

At this time, there was considerable change in trustees because of the age of men like Mr. Mumaw, Dr. Whitacre, Belle Reeves and Mr. Newbegin. I suggested at this time that Mr. C. M. Holtzinger of Yakima come on the Board and he was happy to accept. He was rather aged when this happened, and did not get to attend many meetings. However, his son, Charles Holtzinger, attended the University of Puget Sound and graduated here and has been a very outstanding trustee ever since. C. M. Holtzinger was influential in helping the University of Puget Sound secure support from people in Yakima and his own personal support was most meaningful. Mr. Philip Weyerhaeuser, Jr. became a member of the Board of Trustees at that time and was on the Board for many years. These men became a part of the long-range plan.

Some interesting concerns of the long-range plan had to do with the difference in height of 86 feet from the top of Huckleberry Hill to the area in front of Anderson Hall. This meant that, somehow or other, the grades for the various quadrangles had to be determined at the very beginning of the long-range plan for the location of the buildings on the campus.

Dr. Todd had hoped that there might be an artificial lake in front of
Anderson Hall for the beautification of the campus. However, when the long-range plan committee discussed this, they decided that this was unwise because the lake would be an "attractive nuisance" and it did not meet with the architects' suggestions.

Inasmuch as the firm of Sutton, Whitney and Dugan had reached the time when Mr. Sutton and Mr. Whitney were deceased and Mr. Dugan was in the latter seventies, the question was raised if this firm would be willing to work with the firm of Mock and Morrison in designing the long-range plan, so that all the earlier studies made by Sutton, Whitney and Dugan could become available to Mock and Morrison. This was done and Mr. Sutton's ideas of a men's quadrangle, a women's quadrangle, a humanities quadrangle and a science quadrangle were incorporated to some degree.

As has been mentioned, the long-range plan proposed that Huckleberry Hill be pulled down into the ravine (which is now the fieldhouse parking lot) and in that way the campus could be leveled off. Also, the grades for what was to be the women's quadrangle could be determined and the grades that would be the men's quadrangle could be determined, as well as the grades for the fieldhouse, the music building, the science complex, the library, the president's residence and the area around Anderson Hall.

All this became a part of the long-range plan drawn by Mock and Morrison. The grades were determined and the actual square footage of the campus was allocated in such a way that every square foot could be used effectively and yet the beauty of the campus could be preserved.
The Roads and Paths Fund was established by the Harry Brown Family about this time and it has provided all the sidewalks and pavement on the campus. The wooden walk which went diagonally from Jones Hall to the women's gymnasium was corrected. The girls' playing field was created; the trees were all saved and the practice field for the football field was designed, as well as the proposed football field (which would come later and, ultimately, materialize into the John S. Baker Stadium).

Because of the unusual work done by Don Shotwell, I always had hoped that the football field would be called Shotwell Field, but on approaching Mr. Shotwell about this on several occasions, he vetoed it. However, on October 13, 1969, the Board of Trustees voted to name the football field in honor of Donald Shotwell who was an outstanding athlete at the College, a distinguished alumnus and through whose kindness well over a half million dollars worth of grading, landscaping and development was done without cost to the College.

Back of the campus was a difficult situation because during the Depression a student who could not pay his tuition requested of Mr. Robbins that he be allowed to bulldoze the campus into some degree of smoothness, but all he seemed to do was to leave bumps, ridges and unusual pockets. This had to be corrected, particularly since the area was designated for the location of the president's residence. A landscape architect was consulted and we secured Sherman Engles who laid out the landscape design for the major portion of the campus, as well as the design for 18th Street and Union
Avenue.

On October 25, 1946, Mr. E. L. Blaine, who was visiting in the Eastern part of the United States at the time, wrote a letter to the Board asking that he be relieved of the responsibilities as Chairman of the Board of Trustees. The Board reluctantly accepted his letter of resignation, recognizing the fact that he had been a member of the Board for forty years. Certainly, Mr. Blaine was one of the outstanding men in the history of the College of Puget Sound. Mr. Blaine was succeeded by Mr. W. W. Kilworth as Chairman of the Board, a position he held for many years during which time very unusual development took place at the College of Puget Sound.

There are many interesting stories concerning the development of the campus. When we were paving between Anderson Hall and what is now the Collins Library, the engineer came to me and told me that he would have to cut down the big dogwood in back of Anderson Hall. I asked him why it had to be cut down and he said because the curb came right in the middle of it. I said, "Why don't you move the paving over five feet?" He said, "If we do that, it will not be true to the paving which will be south of Jones Hall and someone might notice it." I said, "Save the dogwood and move the paving," which he did. For that reason, there is a jog of five feet in the paving which is north of Jones Hall to that which is south of Jones Hall. However, the dogwood is most beautiful on the campus and deserves to be preserved.
It was interesting to talk to Dr. Todd. He had arranged for every building located on the campus to be situated at the end of a street. Coming up 15th, one looks right into the "heart" of Jones Hall. From the north, coming up Puget Sound, one also looks into the north end of Jones Hall, and it was his desire and idea that approaching the campus from any direction, a person would see part of the beautiful, modified Tudor architecture, which was the campus architectural plan. The beautiful arches at the south end of Jones Hall link it to Howarth Hall and follow the tradition of modified English architecture for universities. However, they proved to be very expensive.

When Lucille and I came to the College of Puget Sound in 1942, I gave a great deal of thought to the new responsibility. I decided that the College needed a very carefully well-thought-out, long-range plan. Finally, it evolved into four major points:

First, we needed the tools of a college or university; for that reason, we needed academic excellence which would attract students from far and wide to come to the campus. This was not too difficult, because we had a very dedicated and very splendid faculty and they were most enthusiastic in carrying forth the academic excellence and also in improving it in every way possible. Their salaries were exceedingly meager and I have always been very thankful to them for their dedication and for the outstanding leadership which they gave.

Second, we needed an adequate plant. The College had five major
buildings—Jones Hall, Howarth Hall, the Women's Gymnasium, Anderson Hall and Kittredge Hall, and this was a good nucleus, but there needed to be many more buildings and a much greater plant if the College were to grow as it should.

Third, there needed to be very fine endowment. The College had had the James Hill Challenge, and this challenge had been met, although there was considerable amount of money in outstanding pledges when the Depression came and it was impossible for people to meet these pledges. Later on, it was necessary for me to secure money to underwrite this differential.

Fourth, we needed an excellent library which would be the academic heart of the College.

These four main principles became the criteria on which I decided to administer the College and watch its development.