INDEX
CLAPP INTERVIEW 11-8-77

ASTP Unit 22

Blaine, E. L. 11 17-18-19 25
Blair, Archie 10
Boise Cascade 7
Boy Scouts 30 ff
Brown, Harry 10-11 26

Clapp Challenge 24
Clapp, Eban Pratt 1
Clapp Family 1-2 6
Collins, E. S. 12
Collins, Truman 20
Cramer, Henry 13-14

Denkman, F. C. A. 4

Eisenhower, General 23

Hadeway House 1
Halakulani 9-10
Haley, Cliff 11
Harris Trust 17
Hauberg, John 4
Hayden, Langhorn and Metzger 9
Ingrams 4
International Paper Co. 6

Ketner, Robert 26
Kittredge Hall 24 28-29
Kilworth, William 15

Laird-Norton Company & Mill 2 4
Laird, William H. 4
Long-Range Planning Committee 22 28-29

Mahoney, Carl 26
Mississippi River Logging Co. 4
Mumaw 13 19
Musser Family 4
Newbegin, Mayor 13
Niles, Mr. 25
Nixon, Richard 23
Northern Pacific Railroad 5
Northwest Paper Co. 7
Norton Family 2
Norton, James 3
Norton, Matthew G. 3

Occidental College 7-8

Potlach Forests 7
President's Residence 26-27

Robbins, Charles 16-17
Rowland, Dix 15-16 19
Sandburg, Carl 23
Southern Pacific Railroad 6

Todd, Edward H. 11 13-14 17 20
University of Chicago 7-8
University Council 24 28

Vander Ende, Gerrit 24

Wainwright, Jonathan 23
Washington, State of 6
Weyerhaeuser Company 2 5-6 21
Weyerhaeuser-Denkman Mill 4
Weyerhaeuser, Mr. (Founder) 4 11 25
Weyerhaeuser Timber Co. 4 7
Whitacre, Horace 13
Winona, Minnesota 2

YMCA 10
INTERVIEW WITH

MR. NORTON CLAPP
BY R. FRANKLIN THOMPSON
November 8, 1977

T: Norton, I noticed that you were born in California.

C: That's right, Pasadena, California, April 15, 1906, which was Easter Sunday. The next time Easter Sunday comes on April 15 is in about the year 1979.

T: I notice in Who's Who that your father's first name was Eban. Is that right?

C: Eban.

T: Is that a family name?

C: I think so. His name was Eban Pratt Clapp and he was named after some relative by the name of Eban Pratt.

T: Wasn't he a medical doctor?

C: Yes.

T: I recall him going around with me for speeches when he was visiting us many years ago. Did he practice in Chicago?

C: In Evanston, Illinois. He went to school at Northwestern University and then he went to a school called Hahnemann, which was a medical school but it is a form of practice which has pretty well gone out. I remember he had a medicine case with a lot of little bottles in it, and each bottle had fluid, and he would take some plain pills, which were known as sugar pills and pour a few drops of the fluid into that bottle and shake it and then he would right then and there give it to the patient so the patient did not have to go to the drug store.

T: Didn't he have something to do with reversing of the Chicago River?

C: I don't know about that. I know that he was back there at the time that they did it.
T: He told me, as I recall, that he had something to do with reversing the Chicago River so that it didn't empty the garbage from Chicago into Lake Michigan but emptied it down the Mississippi River.

C: That's where it went, yes. Father was the health officer in Evanston, Illinois, and that was in the early days of the sanitary codes and health officers.

T: When did he move to Pasadena, do you remember?

C: My grandparents bought a house out there in 1900 and I guess my father and mother went out to visit them and my grandfather built a house for them in 1905, and I was born in that house in 1906, but I can also remember that after that, until 1912, we would go back to Evanston, Illinois. In 1912 and it seems to me it was right in the middle of the school year as they took me out of school and we moved to California permanently.

T: Can we go back even a little further in the history of your family? Did you have a home in Winona, Minnesota?

C: My mother was born there and my grandparents did live in Winona, Minnesota, and they had a home there, yes.

T: Was it in Winona where your mother had the fireplace in her bedroom which you gave to the University?

C: Yes, that was her own bedroom, upstairs, and I remember when they tore the house down I had the fireplace tiles saved because it was made of rather nice, special tiles and when the president's house was built at U.P.S., you and I agreed it would be a nice place to put them.

T: It has been an ideal spot in the president's study. For the 31 years I lived there,
not quite 31 years--25 years--I looked and there was "Tempus Fugit". Time flies!
And it certainly did.
C: That was pretty good.
T: We had the architect design it particularly for that fireplace and the tile, but I remember you told me many years ago you used to like to go up to the bedroom -- was it your grandmother's or your mother's?
C: That was my mother's.
T: Your mother's bedroom, because you enjoyed so very much being there when you were very young, where she read to you and told stories to you. So I am very thrilled that this has meant the same kind of precious situation at the University.
C: Didn't some of the furniture from the house in Winona go in there also?
T: I'm not sure but I think probably some of the furniture that you had at Greenwood came to us. It is still there--a davenport, a loveseat, special credenzas, and that sort of thing. It is beautiful furniture and has rendered great service.
I am trying to remember, Norton, whether it was your father or O. D. Fisher that told me the beginning of the Weyerhaeuser Company. Tell me whether this is legend or lore or fact. There were three--the Norton family, the Clapp family, and the Weyerhaeuser family and all had timber holdings in Minnesota and they would cut the trees down and then float them down in the spring and it was a difficult job separating them, so the three of them one time said let's form a company. Do you know whether this is fact or fiction?
C: Well, partly both. The Clapps were not in that one. This was before the Clapps came on the scene. The Nortons and the Laird-Norton Company consisted of my grandfather, his brother, James L. Norton, and my grandfather was Matthew G.
Norton; and then their cousin, William H. Laird. That was Laird-Norton Company. They operated as one unit, first as a partnership, later as a company, and that company is still in existence. Then, there were other people who owned timber and cut timber in Wisconsin and then floated it down the streams and rivers of Wisconsin to the Mississippi and then down to the mill. Now, the highest mill on the Mississippi was the Laird-Norton Mill and then later down the river there was a mill in Clinton, Iowa, (I forget the names of the people), and then at Muscatine, Iowa, the Musser family, and at Rock Island, Illinois, was the Weyerhaeuser-Denkman Mill. Mr. Weyerhaeuser's first partner was Mr. F. C. A. Denkman who was Johnny Hauberg's grandfather. Then up in Wisconsin were the Ingrams at Eau Claire. What happened was that some years you had floods; some years you had droughts; some years all the logs went busting through; some years they got hung up, and so all these mill operators got together and formed a company, known as the Mississippi River Logging Company, and it, in effect, ran a pooling of the logs. It was their job to see that the logs got down and to the various mills. By pooling, I mean that in some instances you didn't get your own logs, you got someone else's equivalent logs just because of what nature did that year. So the result was that the Mississippi River Logging Company became a little group where these people got acquainted and then later on, as Mr. Weyerhaeuser, who was the natural leader of the group, got more ideas for investments he would usually invite the others to come along with him. This happened in Minnesota; this happened in Wisconsin, and it happened later on in Idaho and finally in 1900 this is how the Weyerhaeuser Timber Company came into being. In each case, the various people were given the opportunity to come in and become
shareholders.

T: In the history of the Pacific Northwest, when the railroad came, the federal government gave them every other section six miles from the line.

C: It was more than six.

T: Was it?

C: It was either ten or twenty, I forget which.

T: But it was spotted.

C: Checkerboard.

T: Checkerboard. Now, the leadership of the Weyerhaeuser Company worked it out so that the checkerboard could be made solid.

C: Well, what happened first was that the first purchase was made from the Northern Pacific Railroad and that was definitely a checkerboard purchase. When it comes to operating, it is pretty difficult to operate a checkerboard. It is a lot easier to operate solid pieces of land, so the first few years of the company were involved in acquiring the missing sections, some of which were homesteaded, some of which were issued on Northern Pacific script (and I'm not sure what that was exactly) but gradually, in some cases they were able to block it up and in other cases they would exchange it with other owners. Even today, that exchanging is still going on because it still is a solid idea. Today most of the exchanging is done with the government, which often happens to have the national forests as alternate sections.

T: In the history of the Pacific Northwest, there is a statement, and I wonder if it is true, that this exchanging and acquiring amounted to 900,000 acres, the largest transaction.

C: That was the first purchase.

T: Now I notice in the Weyerhaeuser Company report there is something like 1,540,000 acres.
C: In the State of Washington? I suppose. The Company owns 5,300,000 acres now, I think, but that is Washington, Oregon, Oklahoma, Mississippi, North Carolina, Arkansas, Alabama.

T: Riding along in Arkansas last summer, all of sudden, here was a logo from Weyerhaeuser.

C: Made you feel at home!

T: Made me feel right at home. I told Lucille we were right at home with Weyerhaeuser.

C: Roughly half of that land is in either Washington or Oregon.

T: That's been the largest single private transaction in history, hasn't it? The only other bigger one was the Louisiana Purchase.

C: I don't know whether that is right or not. I have never heard that.

T: I have been giving a speech on "The Washington We Don't Know."

C: I really don't know.

T: This came out of part of the research.

C: Comparing it to the Louisiana Purchase is really rather unfair. You're talking about a private purchase of land.

T: Yes.

C: But I think Southern Pacific and International Paper each own more land than Weyerhaeuser.

T: What I'm really saying is that it was a marvelous organization and very astute, thoughtful thinking. When did the Clapp family come into this? Out of the negotiations of the Mississippi company?

C: No, no. The Clapp family came in when my father married my mother. Then
later on he became a director of the Weyerhaeuser Timber Company and then he became a director of Boise- Cascade Lumber Company and for several years served as its president. He was also a director of the Potlatch yards and Potlatch forests and Northwest Paper Company. So he was sort of a representative of our family on these various boards in which our total family had stock ownership.

T: You were born in California. Where did you go to school--did you go to school in California?

C: I went to Polytech Elementary School in Pasadena and then I went . . .

T: Was that a private school?

C: Yes. I went through the first eight grades; then I went to Pasadena High School for four years; that was public school. Then I went to Occidental College for three years and then I went to the University of Chicago and took law for three years.

T: Did you go into law school early? I mean you only went to high school three years . . .

C: Four years to high school and three years in college, but there was an arrangement at Occidental by which if you took your fourth year at a graduate school you got a bachelor's degree.

T: What were your special interests in high school?

C: I don't remember.

T: Were you interested in debate, athletics?

C: I worked on the stage crew in the theater. I enjoyed anything to do with electricity. I belonged to the radio club. I belonged to the ROTC and my father had me study Latin. I remember he said you couldn't be educated without studying Latin, and I didn't care much for that. I don't remember anything awfully spectacular about my
high school education. I remember I rode my bicycle three miles each way to go to school.

T: When you got to Occidental, what did you major in?
C: I majored in political science.

T: Was college easy for you?
C: I think it was relatively easy, yes.

T: Did you like mathematics?
C: No, I hated it. I had a little trouble with that. I enjoyed science and in high school I took physics as I wanted to take physics at Occidental. I was told I couldn't unless I took mathematics, so I said all right, I'm not going to take physics and I didn't.

T: Then you went to the University of Chicago School of Law.
C: Yes. Then I started learning what it meant to study.

T: Do you remember who the dean was?
C: Yes. His name was James Parker Hall.

T: Who was the president of the University of Chicago then, do you remember?
C: Woodward.

T: That was before Hutchins.
C: Just before.

T: Dean Hall was quite an author, wasn't he? He wrote several books.

C: Yes, he did.

T: I remember his books. Were you on the Board of Trustees at the University of Chicago when Hutchins was President?
C: Oh, no, I went on years later.
T: Did you major in any special phase of law?

C: Well, we didn't have much choice. It was a pretty general program and I don't remember that we had many options. I think I just took pretty much the standard course.

T: They now have the standard course the first and second years and then they have several options.

C: Well, I think there is more specializing now then there was then.

T: As you well know, you can go into state, tax, corporate, marine law, etc. Then, after you graduated from the University of Chicago, where did you go then?

C: I got married that year and we went to Hawaii and I took both the Washington and California bar exams and then I moved to Tacoma and was hired as a clerk in the law firm of Hayden, Langhorn and Metzger. This was probably October of 1929.

T: It must have been quite an experience to work with Metzger.

C: It was, but you should have seen the other two.

T: I knew Langhorn but I didn't know Hayden, but I knew Langhorn and Metzger.

C: Well, they were all different.

T: Metzger had been a Rhodes Scholar.

C: Yes.

T: He used to call me after he had a little liquid libation and say, "Blankety-blank, Franklin, let's get all the Rhodes Scholars together and you put on the program and I'll furnish the entertainment and the refreshments," and we would discuss that at some length. I had great regard and affection for Metzger.

C: A good man.

T: You bet. When you went to Hawaii did you then think about the Halakulani?
C: I stayed at the Halakulani, and at that time it wasn't very much of a place but it was a very pleasant spot, and that's when I got acquainted with it.

T: It certainly is a beautiful spot even yet. I think I told you I had lunch with one of the main architects in Honolulu and he said that he desperately hoped that it could remain as it is. I asked him if there was anything he could do to help the tax situation. (laughter) His son graduated with us and is very much interested in it. Then you worked with those three men for a number of years?

C: I was in there for about two or three years. Archie Blair was the other clerk and the law business got so bad that they let me and one of the secretaries go to cut down their costs. I would guess that was maybe in 1931 or '32. Meantime, however, I had gotten acquainted with the town, the lawyers and the courthouse and I thought that I had a pretty good start.

T: Was this about the time when you used to go up to the YMCA to play volleyball?

C: Gee, I forgot about that. I guess it must have been. I do remember doing it a little bit--either there or at the Congregational Church. I don't remember which one it was.

T: Well, you played volleyball almost every noon at the YMCA. Do you ever remember meeting Harry Brown when he was president of the YMCA in those instances?

C: I don't remember, no.

T: In my interview with Harry Brown on tape, he said that he remembered when he was president of the YMCA he used to come and watch them play volleyball at noon and that you were one of the best volleyball players.

C: I was tall and skinny, then.

T: He said at that time he broached the subject of your coming on the Board of Trustees at the University of Puget Sound. Do you recall that at all?
C: No, I don't. One interesting thing was that before I knew Harry Brown I knew Haley, his partner, and I remember that the Haleys had Mary and me up for Sunday lunch once in awhile at their house.

T: That was Cliff Haley, Sr.?

C: Yes. As did also the J. P. Weyerhaeusers who were George's grandparents. They lived out, as you know, on the bluff up towards the Smelter.

T: Yes, that was Haddon Hall.

C: Hadeway Hall.

T: That was a copy of Hadeway Hall in England.

C: Well, it looked very English.

T: I know I talked to Mr. Weyerhaeuser one time about it and he said it was a modified copy.

Do you ever recall being associated with Dr. Todd in those early days?

C: Well, somewhere along the line he came drifting in the office to see me, but I don't remember just how I got on the Board--whether it was he or Harry Brown. I'm trying to think who was Chairman of the Board then.

T: E. L. Blaine.

C: Yes, E. L. Blaine. Anyway, somebody, probably Dr. Todd, got me on the Board, and we used to meet in the morning, as I remember, in an office right across

• the hall from the president's office.

T: Yes, that's right--that was called the Trustees Room. Harry Brown tells me that he watched you play volleyball and he liked your interest and he suggested to Dr. Todd your name and Dr. Todd worked on it.
C: It could very well be.

T: Do you recall ever meeting Mr. Everell S. Collins at those meetings?

C: Yes. He showed up once in awhile.

T: Can you tell me a little about him?

C: He was a... shall I use the word, dour?

T: It's a good word.

C: He didn't say a great deal but I think when he did say something people listened. I think we appreciated the fact that he came all the way from Portland to a meeting. I can't remember him doing anything very exciting or outstanding but I remember he was one of the old guard when I got there.

T: He was the one when in 1913 the trustees had a special meeting to determine whether they would keep the school going and he said, "You only need $6,000. I'll give $3,000 if you will raise $3,000," so he kept it going and there are three different times in the history when that situation appears in the minutes. Is it fair to ask you what you thought of the school when you first started going to the Board meetings?

C: It's fair to ask. I think, with my legal background, I was rather interested in the way a board of trustees acted and how they met and the procedures and the discussions, etc. I would say that my interest was as much in that as it was in the school. I knew that the school was a good school and all that, but I think really I was attracted more to the way the board functioned and the way President Todd reported to us and how the trustees reacted. I got to thinking this morning that there is nobody around now who was there when I was first there. But we had a group of trustees who were, I would say, just about as interested as they are today--probably
a little less because we are working them harder today. They came distances and con-
tributed...

T: You probably remember Dr. Whitacre, Mr. Newbegin, Mumaw, and the group
like that.

C: Mumaw came from the Harbor. I knew Horace Whitacre quite well. He was
a determined soul.

T: He was strong-willed, all right.

C: I remember Newbegin was mayor one time.

T: He was the man who when they were going to build Kittredge Hall got eighteen
different kinds of plywood so it could be a display of the use of plywood. Plywood
was just coming into being at that time and he got a lot of plywood donated by the
various companies.

C: It was really quite a group. There was a lawyer from Seattle who became a
judge over there later. He did a lot of talking. Al Hooker was there.

T: The lawyer was Cramer. Later Judge Cramer. He was an alumnus.

C: Yes. I do remember that I helped push through the deal by which we decided
there wasn't too much risk having six alumni trustees. I remember I thought that
was a real step forward.

T: It has been very good through the years. Could you characterize Dr. Todd?

C: It has been a long time since I thought about him. I would say that he was
certainly a minister turned college president, but I think he always looked more
like a minister than you do! (Laughter) I don't think he ever got away from his
ministerial characteristics. I think people liked him and I think they were glad that
he was running the school. I wasn't close enough to know how much he was doing
and how much the Board was doing in the early days. Meetings seemed to go along pretty smoothly except when Cramer kept bringing up things—but they were more interesting that earthshaking. Todd would make a good talk. I think he was well liked in the community. I think he overstayed his time.

T: When we dedicated Todd Hall, he said, "I am glad to have this building named for me but I wish it were an academic building rather than a dormitory because I'd a lot rather be known as an academician than as a money-raiser," and, of course, we all feel that same way, but I think he knew, too, that it would probably be the only building that would be built while he was alert, and for that reason it was named for him, as you know.

C: I think it was nice that it was done.

T: Were you a part of the James Hill campaign to meet the challenge?

C: I don't seem to remember being involved in that.

T: How about the allocation of the Howarth funds to the University from the City? Do you remember anything about that?

C: No.

T: You will recall that Mr. Howarth left $150,000 to the City to be used where its greatest use could be and there was a lot of politicking to get it for the University, which finally happened.

C: I don't remember being involved in that. That could have been before my time.

T: I think it was.

C: Howarth Hall was built when I came on the Board.

T: It was built in two stages--first the ground level and then on top. Were both phases completed?

C: I kind of think so.
T: Do you remember being elected secretary of the Board?

C: Yes. What was the name of the man who was secretary before me?

T: Dix Rowland.

C: Dix, I guess, was both secretary and treasurer. He was secretary and I guess he thought it would be a good idea, since I had law training, to take that over. Then I think Dix continued on as treasurer. Being secretary was a thing I liked to do, because I got myself into writing minutes and keeping records.

T: Would you tell me a little about Dix Rowland?

C: The first time I ever met Dix Rowland was when I came out to the State of Washington in 1929 and took the bar exam and he was one of the three lawyers who was in charge of giving the bar exam. He did that for years and that was when I met him and I think I had an interview with him. After all, I was a guy from out of state. He was always nice to me, from the very beginning, and I have always enjoyed him. He had a very gentle way about him; he had a firmness to him, too, but he was very much of a gentleman, and I think he generally fit the role of secretary well and he was a good trustee and a good treasurer. I know that for years and years, in the Finance Committee, it seems to me that he and I were there at practically every meeting when the others might or might not. I can't for the moment remember who else was on it. We used to meet in my office in the Washington Building, as I remember.

T: Was Will Kilworth on it at that time?

C: Either then or later. I am not certain. I'm now talking about pre-war days. I remember that we had a terrible lot of mortgages and not much else. We gradually got more and more worried about mortgages. This was in the depression when they were foreclosing them right and left; and as we had a chance we moved into more conventional securities.
T: Didn't Dix Rowland and Charles Robbins go out and evaluate houses and put ... 

C: Yes, yes. Charlie Robbins, that's right. He was the bursar and Charlie would look at everything and I think Dix would look at a good many things and not only would he check the new mortgages but he would sort of come back with a long tale and tell how bad the old ones were.

T: I remember when I came there were about 15 houses mortgaged and we worked out of them as fast as we could to get into something else.

C: We had apartment houses--I remember we had an apartment house down in Olympia.

T: That was owned by Mr. Dawley.

C: We held a lot of things we wished we didn't have.

T: We finally got all of our assets out of that, and I tried to talk Mr. Dawley into remembering us in his will. He died about six months ago, but he didn't do it. As a finance committee, you carried that apartment house for years without getting any interest on it. Finally, the state bailed him out.

C: We became experts in the way of losing mortgages, as we had so many of them.

T: Do you recall Charles Robbins and can you tell me a little about him?

C: He was a big fellow and very friendly man; he was almost kind of like a big bear. He was pretty precise and insistent in things that he felt was the way to do things. I think in his latter years he became pretty stubborn, as I remember.

T: He was strong-willed.

C: Strong-willed, that puts it nicely. But I think when his successor came along ... I'm not sure how old Charlie was when he retired, but he was a well-liked person. I can remember the students regarded him as a bit of an ogre.
T: There was a rumor or folklore that went around that Dr. Todd raised the money and Dr. Robbins kept it and that was the reason we were on good financial ground.

C: I think there was a lot to that. He really worked for the University and he was pretty tough. He was what we needed at the time.

T: He taught Spanish and his wife taught Spanish and he sort of worked into this business of business manager. I found him to be most helpful, congenial and consistent, and really an outstanding person in the administration of the University.

C: I think he was. Along toward the end he got a little more difficult, as we do when we get older, don't we--yes? (Laughter)

T: Now we haven't talked too much about E. L. Blaine. Do you remember him and his administration?

C: Yes. I remember him quite well. He again was very much of a gentleman, a quiet man. He presided at the board meetings and did it well; gave people a chance to talk and yet he kept things on the track pretty well. I think one of the last and most interesting memories that I have of Mr. Blaine was when I think we got the Harris Trust. It was at the Seattle-First National Bank, and at that time the trust department was on Second Avenue, on the east side of Second Avenue just south of Columbia Street. The northerly building, not the Dexter-Horton Building. Mr. Blaine, as Chairman, and I, as Secretary, had to go in and sign something at the bank, whatever it was. As we walked into the door, he stopped a minute and he said, "Father and Mother used to live right here." His father was the first, I guess, minister to come to Seattle!

T: It was interesting that when he took me by there one day he said, "This is where
I used to play on my front steps." Now again, I don't know whether it is folklore or fact, but he was reputed to have been the first white boy born in Seattle and when Chief Seattle and the Indians caused some problems his mother took him out in a boat so that they would be safe.

C: I never heard that.

T: I don't know whether it is folklore or fact but anyhow it shows how new this Seattle area really is.

C: Right.

T: I didn't know him until 1942 and he must have been in his eighties then. I remember him as completely dedicated to the University and the kind of person... he would come over every once in awhile and I would see him walking around the campus and he would appoint committees that probably didn't need to be appointed but at the same time he was very much interested. He used to say to me, "Come on over and I'll help you raise money." We would go to his friends and we would get some—not too much. But they were always a little suspicious, because evidently he tried to sell South American bonds or something. Do you recall him wanting the University to invest some of its endowment in South American bonds?

C: No, I don't remember that.

T: Well, I know that when we walked in and we would talk about the College of Puget Sound they would breathe a sigh of relief because they thought he was going to try to sell them South American bonds.

C: Was he in the security business?

T: Well, evidently, as a kind of a hobby or something.
C: I never really knew what he did. I sort of figured he was retired by the time I knew him.

T: The same thing was true of Mumaw. You remember Mumaw?

C: Yes.

T: He would call me and say, "Come on down and we'll go see Bishop and some of the others." So I'd go down and as we walked in I could just sort of sense that people were -- not antagonistic but on their guard. So finally I said to one of the men, "Tell me, does Mr. Mumaw call on you for other things?" He said, "Well, yes, he tries to sell us South American bonds." (Laughter) But Mr. Blaine felt that the bonds were good and they were supposed to pay 12% and he was thinking they would pay very good interest.

C: Sure, as long as they pay it.

T: I don't think they paid it but this was a very interesting little sidelight.

I am to talk to his son, E. L. Blaine, Jr., about his father and I plan to talk to Mr. Rowlands' two daughters about their father.

C: Good. I haven't see Ed Blaine for a long time. He has retired from Washington Mutual, hasn't he?

T: That's right. Mr. E. L. Blaine, Sr., said, "Doctor, I want to give you a mimosa tree for the University." I said, "Fine, that would be fine." He said, "Send your truck driver over and I'll have it for you." So the truck driver called me and said, "Say, I have a real problem. He wants me to dig this mimosa up right in front of a beautiful house and I don't think I ought to do it." It was in Broadmoore I think. I told him, "Don't do that," and the driver came back. I called Mr. Blaine, Jr., and
told him about it. He said, "My God, if that tree were gone, my wife'd have a heart attack. We'll buy you a mimosa tree." So we got a mimosa tree which we put in back of the president's house.

C: Was E. L. going to give his son's tree to the University?

T: Yes. (Laughter) Right out of the front lawn!

Do you recall the end of the Todd regime and when they talked about getting a new president?

C: I think this was when I was in the Navy.

T: That would be 1941-42.

C: Yes. I was really away about then. I sort of had a leave of absence from the school and I remember I wasn't even on the selection committee.

T: When did you go into the Navy?

C: I went in the Navy September, 1942.

T: I remember calling on you in the Exchange Building.

C: That was after I was in the Navy.

T: Yes. You were on the top floor and Truman Collins was about four floors below.

C: I was on the ninth floor, I believe.

T: I remember you had a commanding officer who had a voice box.

C: Right. Captain Ingraham.

T: He seemed like a very interesting person.

C: I sort of think--of course, I was sick and that's when I had my gall bladder out, so I didn't have a very good summer in 1942 so I was pretty much out of touch at the University. When did you come there?
T: August, 1942.
C: Well, I was just about out of the running by the time you came on the campus.
T: When did you come out of the Navy?
C: I came out in December 1945.
T: Then you came back to Tacoma?
C: No. We stayed there in Seattle and later in Medina.
T: When did you come back to Tacoma?
C: When I became president of Weyerhaeuser in January of 1960. I had an apartment over there and later we built a house.
T: Do you remember anything unusual about the University in those years?
C: The unusual thing was you. We had a new president who was gung-ho to build the school for the future.
T: It was a great experience working with you, because I enjoyed it very much. I never felt that I wanted to usurp on your time and yet at the same time, it was wonderful to sit down and talk with you from time to time. You became Chairman of the Board in 1967.
C: I couldn't remember. Ten years now. That's good. I'll mark that down and run out my ten years and get someone else. I have decided one thing. I'm not going to be senile--I'm going to get out before I become senile.
T: I think that is commendable for all of us.
Do you recall any special things as Chairman of the Board? Remember the Long-Range Planning Commission we set up?
C: Oh, boy, I'll say.
T: Do you remember the philosophy back of it?
C: I guess the philosophy was that we really ought to take a look at everything we were doing and try to determine what kind of a school we wanted and how to get there.

T: Do you recall that in 1943 I asked the trustees to set up a long-range planning commission because we had some real problems. The facilities, the library, the athletic facilities, the basic philosophy of the school, how large we wanted to become, trying to anticipate what would happen after the war?

C: No, the one I remember is the more recent one. I don't remember that 1942 one. Was I on it?

T: I think you were.

C: I don't seem to remember it.

T: I checked the minutes not too long ago in writing this history and about the second or third year I asked for a long-range planning commission to face the problems we would face right after the war.

C: I remember we had some real problems with enrollment during the war and then the tremendous rush of G.I.'s that came in afterwards. I remember you were scrambling like everything to cover all the bases and to get the plant built to handle them.

T: It was a real problem because, as you said, we were down to about 400 students, with 43 men and the rest were women. Then we got the Army Specialized Training Unit and I had to fly to Washington to get that, and we got it through our congressional delegation. It was only there about a year, but you will recall that we had to make all kinds of adjustments for fire protection, fire lines, water lines and all that sort of thing and we finally got the government to pick up the tab on it. Then after the war was over we had a 500 student influx between first and second semester.
C: The G.I. Bill of Rights came in there somewhere and the government would send the kids to school and all of a sudden we just had lots of kids.

T: We had some real problems because of the fact that -- how do you staff a faculty, for instance. We had them meeting from six in the morning until midnight and on Saturdays, and everything else. I appreciated so much the flexibility of the trustees in helping us meet those things.

C: I can remember after the war we had General Jonathan Wainwright come and we gave him an honorary degree or something. He made a tremendous impression on me. We used to have some pretty good convocations in those days. I don't know what has happened to convocations but they were fine. School was smaller and it was easier. We used to spend more time in the auditorium there in the main building than we ever have since.

T: We had Patrons and Founders Day, you remember, and we had other convocations. One of the chapters that I hope to do in this history is to tell about the unusual people that we had -- we had Carl Sandburg, we had Eisenhower, Nixon twice, we had Wainwright, we had the editor of the Methodist papers, lots of bishops here, and it is going to be very interested because we must have had fifty different ones and we exposed the students to them and it was part of their education. Another chapter I want to do is on the minorities. We have always had minorities and our charter, thank God, said in 1888 that no one shall be denied admission because of race, creed, color or sex. I was called long distance on that last week -- on what did our charter say on this and I was happy to quote it.

C: Who called you on that?

T: Well, it was some black leader out of Olympia. I said I was very happy to say
that our charter in 1888 said this and there wasn't much more that could be said.

Do you remember setting up the University Council?

C: You mean the one with Vander Ende as Chairman? Oh sure. I think what happened was that we had bombnings in Seattle; we had great student unrest, and then the faculty started swarming around. I recall that, very gingerly, the Board decided that we'd better meet with the faculty and I can remember that our first meeting was down at the Puget Sound National Bank where we felt that the trustees would be more comfortable and with the faculty away from their home ground. We sort of sat across the table and stared at each other, but I really think that was the beginning of a new era of confidence and trust and communication that I don't regret.

T: I thought it was a very fine way of handling the situation. Every one of the 2600 campuses had problems and there was kind of a psychology of "if we're not involved in it there is something wrong with us" and this gave us a chance to hear the students and the faculty, etc. Before we get into that, do you recall taking me to lunch in 1942 and saying that it wasn't fair that there was a debt on Kittredge Hall and we ought to do something about it?

C: No, I don't remember that.

T: Well, on the 16th of November you took me to lunch and said that it wasn't fair--that Kittredge Hall should have been paid for before the new administration came into being and you looked at me kind of quizzically and said, "I'll tell you what I'll do. I'll match every dollar you can raise between now and December 31 in order to do away with the indebtedness." The minutes of the Board of Trustees are not clear. It said that the building would cost $25,000 and then they took it up to $54,000 and then it says there was a debt of $40,000. My understanding was that there was
a debt of $8,000 when I came. So we had good fortune and I took you to lunch on
the last day of the year and told you that I had raised $31,634.25. Do you remember
that?
C: You mean you bought the lunch that time?
T: I bought the lunch that time. Do you remember you looked at me and got a twinkle
in your eye and said, "Franklin, remind me never to do this again as long as I live."
(Laughter). But you wrote out a check and God bless you, it did away with the
indebtedness on Kittredge and began the fund to landscape the campus.
C: I had forgotten it was Kittredge but I guess you are right.
T: That was a wonderful relationship. I think I mentioned to you some time ago
that it taught me how to raise money.
C: It was the proof of the pudding on the utility of matching gifts.
T: It really was, and it taught me that I could do it. I shall never forget that when
I was being considered for the presidency, Mr. Blaine said to me, "Would you be
afraid to ask Mr. Weyerhaeuser for money?" I was sort of taken back, and I said,
"Well, he's a human being just like anybody else. If he can give it, he'll say yes
and if he can't give anything, he will say no. He can be kind or not. Surely, I
wouldn't be afraid."
C: Sounds like you did it more from optimism than conviction at the moment.
T: It was a strange question.
C: It was a good question, though.
T: Yes, it was. You don't remember the selection but they had about ten different
candidates and they screened them down to two--Mr. Niles of Iowa and he had used
a money organization and raised $100,000 and I had only raised about $20,000 for
Willamette's 100th anniversary, though my responsibility wasn't to do that, it was
to teach. So I appreciated the question but I was a little bit non-plussed with it.

You were most kind and took away the indebtedness on Kittredge and at the
same time taught me how to raise money.

Let's talk about the president's residence. Do you remember the Board of
Trustees meeting about the president's residence?

C: Not in detail. I remember there was an awful lot of discussion on whether we
ought to use our money for that or not and I think we concluded that there were some
real tangible benefits to having the president on the campus. I remember that part
of it and I remember that it took a long time to really figure out how to finance it.

T: That's true. Now again, when Lucile and I came to the College of Puget Sound
the trustees had said that one of these days they would build us a house and this was
a part of the original agreement. When we came there was only one house to rent
and that was on North 30th Street. When the war was over, I said to Lucille one
day, "If Bob Ketner, who owns this house, is smart, he will sell it while the market
is up." It wasn't three weeks until he called me and said he wanted to talk to me and
told me he was going to sell it. We found one, then, down on North J Street. But I
remember that Carl Mahoney, who was district superintendent of the Methodist Church,
got up at a meeting and said, "We promised this young fellow we would get him a house
as president and we ought to do something about it." Then Harry Brown got up and
said, "I'd like to start the fund and I'll give $2500," and then he said he would pass
around a paper and people could subscribe whatever they could. This was sort
of an anonymous thing that went around and then you remember that Norton Clapp
took the paper and said, "There is $32,000 here. I'll match it dollar for dollar."
Do you remember that?

C: No.

T: Well you made the president's residence possible. Then I was commissioned to raise some more money for it and it finally cost $90,000. But the first year, Lucille designed it along with the architect, and we had 10,000 in it and each year for many years we had many people there.

C: I think that house has worked out pretty well over the years.

T: It has worked out beautifully.

C: It is well designed, and comfortable.

T: Lucille talked to Mrs. Baxter, who was the wife of the president of Willamette, and she told her to work it out so people could come in the front door, go left down a receiving line, have the living room big enough so it could be a holding operation, then have expediters positioned so that after guests were served in the dining room others could move in there; the french would doors allow guests to go out on the patio on a good day and in poor weather, guests could go into the family room. If it were a large crowd, they could go down in the recreation room. They would never have to cross over, and the arrangement handled the large groups beautifully.

C. A revolving situation.

T: We also had rooms upstairs for the family, so we could have individual family life as well as the public life, so it has worked out. I had always lived in a house with a terrace, which was always a problem, so I said this house would have an 18 inch incline from the sidewalk to the steps and it was done that way. We landscaped it, and Sherman Ingels was the landscape architect, and we had an orchard from
Mr. Morrison of Buena, who couldn't give any money but said he would give us fruit trees. But you made it possible by matching, and we have been forever in your debt. This is what I meant when I said that in the history of the University of Puget Sound there is no doubt that you will be the most outstanding person in the development of the University and I really mean it. I have never totaled up how much you have given to the University but it is a very sizable amount, probably more than any other four or five put together, and it has been most meaningful and helpful. Do you remember any other basic things like the president's residence?

C: Oh, I can remember that I was watching and guiding to a considerable extent this second long-range planning commission when I was chairman of it. I also kept an eye on the University Council and tried to keep the faculty and the trustees, the students and the Council all in their places, and I would rear up sometimes when anybody was stepping across the line. And happily, when I finally told either the students or the faculty that this was as far as they could go, they never went beyond it, and this was pretty fortunate. But I have believed, and I still believe, all along that the trustees are the continuing part of the University. A faculty member—some have loyalty, a lot of them don't have loyalty. Their loyalty is to their profession; they loyalty is to their particular field, and if they see a chance to do better in their field at another school they will pick up and go. That isn't to say that we don't have a lot of loyal faculty members at U.P.S. I would say at that school we have less turnover and that they are good, but I think the only permanent people you have around are the trustees and the alumni. So I have made the point
that the buck stops at the Board of Trustees and the Board will listen to you but if there is a decision to be made and there is a conflict, the Board has to do it, and under the law we are the governing body of the University; nobody else is.

T: All the final decisions rest with the Board of Trustees.

C: You ask me what I have been doing. I think I have been doing that more than anything else over the last few years. Quietly, in the background, but seeing to it that we are not surrendering something for which we are responsible.

T: That is one of your basic principles of education. What would you say your philosophy of education is?

C: I don't know that I can answer that because I'm not sure exactly what you mean. But I'll take a run at it. The Long-Range Planning Commission came up with what I thought was a good goal for the University and that is that we should give a true liberal arts education and one of the virtues of a true liberal arts education was that it prepares people to go on to more specialized work later on, and that in addition, we would run specialty schools in disciplines where we had special competence and where there were special need in the area for them. This is one phase of my philosophy of education. I think the school is about in the right areas. I think where we are weak is when we forget that times change, and it is awful hard to lop off something.

T: You are talking about specialized schools like Occupational Therapy?

C: Right, and the School of Business, School of Music...I think the important thing is what the student comes out with, and I think, if I have learned anything in my
forty years of business and law is that much of the technical things that were taught when I was in school are for the most part completely out of date. The fundamentals of history, philosophy, mathematics and some of the liberal arts stay with you. So I think it is terribly important to give young people a broad education on which they can continue to build during their lives and it should carry with it a willingness and a desire and ability to accept change, and I think the one thing that is true in this world is change. As you and I sit here, you look back thirty, forty, fifty years, if anybody had described to you and me the world that we are in today we wouldn't have believed it.

T: You are absolutely right. Think of all the things that have happened.

C: I remember saying up to the time that they went to the moon that one of the great improbables of the world was the statement, "That's just like flying to the moon!"

And all of a sudden, these two guys go up to the moon. Who is to say that we won't have just as much change in the next fifty years?

T: Let's go from your philosophy of education to maybe a little sensitive area but I would like to discuss it. Your philosophy of philanthropy—I have a sneaking suspicion that you are more sought after to support various and sundry causes than probably any other person in the Pacific Northwest, and I know what you have done for the Boy Scouts, for instance. Tell me a little bit about the work of the boy scouts. You were a scout yourself, weren't you?

C: Oh, yes, I went all the way through. I started in as a boy scout; then I was an assistant patrol leader and I was a scribe and an assistant senior patrol leader and a senior patrol leader; assistant scout master and a scout master and then
later on I went on the executive board of the Mt. Rainier Council at Tacoma, and
I was involved with sea scouting over there under Bart Rummel and then I went on
the regional executive committee; and then I got put on the national executive board
and a good many of the national committees and finally ended up being the President,
after being Vice President for about twenty years.

T: Do you remember the year you were President?

C: I think it was 1971. It was a two-year term that started in the middle of the year.
I would say mid-1971 to '73. I think that is right.

T: Didn't you give the national scout organization a very large land holding in
Arizona or Nevada?

C: I was chairman of the Phillips Property Committee and that Committee was in
charge of the Philmont Scout Ranch, which is the biggest camp of the Boy Scouts,
and I spent a lot of time down there. This is in northeastern New Mexico, near
Cimarron which you can hardly find on the map. It's near Raton, and there was a
tract that came on the market, and I just felt that the time of buying cheap land in
that country was about gone. As I remember, this came on the market at $20 an acre
and I said to myself, $20 an acre isn't very much for land. But it seemed high by
historical standards in the area. I finally said to the Boy Scouts, if you fellows
will put up part of it, I'll put up part of it. I didn't want to give them something
unless they really wanted it. So they had to make up their minds to allocate some
of their own funds. Then, between us, we bought it. A year or two later I paid
them back what they paid. Maybe that is the way I do charity, but in this case,
I wanted a conviction on their part that it was something they wanted rather than
just me saying it is a good thing for you to have. It worked out fine and they
got the top of Baldy Mountain, which is 11,000 feet high.

T: Is it 10,000 acres?

C: I think it was roughly 10,000, but that was added on to the 126,000 they already
had, so it went from 126,000 to 136,000. That seems like a lot of land but I remember
when I was down in Colfax County and I said, "Gee, this is a big ranch." And a
fellow said, "Yeh, it's the fourth largest in the County!" (Laughter) So I got a
little idea of open spaces.

T: You have used this system of matching grants in many cases; I mean like you
did to form Kittredge Hall. Is that a part of your basic philosophy of philanthropy?

C: Yes, sometimes I do; sometimes I don't. There are times when I feel that it will
help the institution to get other funds I'll do it. Sometimes you blast money out and
the result is that your dollars have a multiplier effect.

T: It's a wonderful way to stimulate people to help.

C: It is amazing how people will do it if they think they are getting something free
or are making a gift at half price.

T: Or twice as much. Have you a category of things in which you are interested?

C: I suppose I did. I never really have written it down. I think largely I am
interested in the things I am mentally and emotionally interested in, as well as just
given to.

T: Once or twice in the many, many wonderful years I have known you, I have
heard you say, "I have absolutely no interest in that project,"--not so far as the
University is concerned but about other things.

C: Yes, I find I am not interested in everything.
T: I remember once we talked about the possibility of the music building. Do you remember that? Another project was brought up and you said you had no interest in that project. Of course, you have influenced me tremendously through the years and I was very much interested in the fact that you had a discerning knowledge of what you were interested in and what you weren't interested in.

C: I just have very little interest in music, so I suppose that was why I wouldn't be interested in the music building.

T: You were almost once interested in it. Is there anything else we ought to discuss? We haven't discussed, for instance, the coming of the new administration but probably we shouldn't do that at the moment. Why don't we quit now and then I'll have this transcribed and send it to you and you can edit it.

C: That's fine.